



Winston F. McColl
Director

County of San Diego

Department of Purchasing and Contracting
10089 Willow Creek Road, Suite 150, San Diego, California 92131-1699

TELEPHONE (858) 537-2500
FAX (858) 715-6452

March 10, 2010

REQUEST FOR PROPOSALS (RFP) NO. 4069 INTEGRATED PROPERTY TAX SYSTEM (IPTs)

The County of San Diego is soliciting proposals from qualified contractors to replace approximately 40 legacy systems/processes with one Integrated Property Tax System (IPTs). This integrated system may be composed of a single system residing on a single database or may result from the seamless integration of several separate and distinct automated systems that, when integrated, provide the functionality required in the Statement of Work. If the IPTs is to result from the integration of several distinct applications, the contractor shall be required to design, develop, and implement all required interfaces and/or processes that are necessary for that seamless integration. Using the selection process described in this RFP, one contractor will be selected to design, develop, and implement this System.

This is the second step of a two-step RFSQ/RFP process. Step I consisted of completing and submitting a pre-qualifying package. Based on the RFSQ criteria, the County determined the following qualified contractors allowed to proceed to Step II:

- Accenture, LLP
- ACS Government Systems, Inc.
- Electronic Data Systems
- Lender Processing Services, Inc.
- CGI Technologies and Solutions, Inc.
- Tata America International Corporation
- Tyler Technologies, Inc.

Failure to submit under Step I automatically precludes a contractor from proceeding to Step II. **ONLY THOSE CONTRACTORS DETERMINED TO BE QUALIFIED AS A RESULT OF THE RFSQ ARE ALLOWED TO PARTICIPATE IN STEP II.** Proposals received from contractors whose statement of qualifications (SOQ) was determined to be unacceptable (i.e., failing to meet County requirements) by the County under Step I will be returned with no consideration for award. Qualified and non-qualified contractors were notified in writing of their status. Step II consists of pre-qualified contractors submitting a response to a Request for Proposal (RFP) to be posted on the County **BuyNet Web site**.

CONTRACT PERIOD AND ESTIMATED ANNUAL FUNDING

The proposed initial contract term will cover the system design, delivery, and implementation, followed by a two- (2) year warranty period, followed by an optional (at the County's sole discretion) annual maintenance period or multi-year extended warranty period.

RFP CONTENT

- Cover Letter to the RFP
- Cover Page (P&C 600 form) - Requests necessary Offeror information and includes the Offeror's signed authorization for the proposal
- Representations and Certifications form - Requests additional Offeror information related to 501(c)(3) status, affirmative action and pricing
- RFP Terms and Conditions
- Evaluation and Submittal Requirements
- Draft Contract/Service Agreement, which includes drafts of the following:
 - Exhibit A – Agreement
 - Exhibits 1.3-16.4

- Exhibit B – Insurance and Bonding Requirements
- Exhibit C – Pricing/Payment Schedule
- Exhibit D – Scope/Statement of Work
- Appendices and Supplemental Requirements Information

PRE-PROPOSAL CONFERENCE

A pre-proposal conference will be held on **April 7, 2010, 8:30 AM** at the County of San Diego, County Administration Center, 1600 Pacific Highway, Room 310, San Diego, CA 92101-2429. Questions regarding process will be addressed and requests for clarification related to definition or interpretation of this RFP shall be requested in writing and submitted via e-mail to Tracy.Hudson@sdcounty.ca.gov.

QUESTIONS

Questions and requests for clarification related to definition or interpretation of this RFP shall be requested in writing prior to **April 23, 2010 at 3:00 PM, allowing sufficient time in order to post an Addendum to the RFP on BuyNet.**

Those received after this date may not be answered at the discretion of the County. Questions **MUST** be submitted in writing via e-mail to Tracy.Hudson@sdcounty.ca.gov. No questions will be accepted via telephone.

PROPOSAL DUE DATE

Submit the completed proposal in accordance with the format provided in this solicitation to the County of San Diego, Department of Purchasing and Contracting at the address stated in the letterhead above in a sealed envelope or package **no later than 3:00 PM Pacific Time on May 19, 2010**. Clearly mark the exterior of the envelope or package with the RFP number and the name and address of the Offeror. If delivering your proposal on the due date, plan to arrive early as parking may be limited.

Late submissions cannot be considered unless they are the only ones received or there was mishandling on the part of County of San Diego, Department Purchasing and Contracting staff.

AWARD

This will be a competitively-negotiated procurement. After evaluation of proposals, the County may request additional details/elements of the proposals. These discussions will NOT constitute negotiations. Negotiations may be conducted at the discretion of the County. The County may decide to award contract(s) without negotiation; therefore, Offeror(s) shall submit their best proposal initially. The County reserves the right to award contract(s) to the Offeror(s) submitting the proposal determined to be most advantageous to the County's best interest, price and other factors considered.

ANTICIPATED TIMELINE

Event Description	Target Date(s)
Issue Request for Proposal	March 11, 2010
Pre-proposal Conference	April 7, 2010
Questions Deadline	April 23, 2010
Addendum with Q & A responses	May 5, 2010
Request for Proposal due date: no later than 3:00PM Pacific Time	May 19, 2010
Source Selection Committee evaluates proposals and selects qualified responses	June – July 2010
Issue Notice of Intent to Award (NoIA)	August - September 2010
Execute Contract	September – October 2010
Begin Date	September – October 2010

NOTE: Any conversations or communications concerning this RFP with any County employee or official (other than the Contracting Officer involved in this process) prior to contract award are prohibited and may be grounds for disqualification of your organization. However, if you are currently engaged by the County and provide services to the County on an on-going basis, your communications with County employees, officials or other personnel regarding day-to-day services, and not regarding this RFP, may continue as usual. The County's policy restricting

communications pertaining to this RFP is not intended to interfere with the County's on-going normal communications with its current service providers.

This RFP does not commit the County of San Diego to award a contract or to pay any costs incurred in the preparation of the proposal. The County reserves the right to cancel this solicitation, in part or in its entirety, should this be in the best interest of the County.

It is the Offeror's responsibility to check for addenda on the Web site. The County cannot notify those who download solicitation documents from the Web site of changes or addenda. The master copy of the proposal documents offered for electronic download shall be considered the original.

If you have any questions or comments regarding this solicitation, please contact Tracy Hudson, Contracting Officer at (858) 537-2547 or via e-mail at the address listed above.

TM Hudson for

WINSTON F. McCOLL, Director
Department of Purchasing and Contracting

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Zip Files	File Name
<i>Functional Requirements Tables</i>	“Part IV – Functional Requirements Tables.zip”
<i>Module 1 Requirements Supporting Documentation</i>	“Appendix A – Mod 1 Requirements Supporting Documentation.zip”
<i>Use Cases</i>	“Appendix D – Use Cases.zip”
<i>Scanned Forms</i>	“Appendix G – Current and Future OCR Forms.zip”
<i>Requirements Supporting Documentation</i>	“Appendix H – Requirements Supporting Documentation.zip”



MISCELLANEOUS MATTERS

1. DEFINITIONS

Terms used in this RFP and its attachments shall have the definitions ascribed to them in the Agreement attached hereto in Exhibit A (Agreement), and the Glossary of Terms in Part IV (System Requirements) of the Scope/Statement of Work (SOW) attached hereto as Exhibit D, unless otherwise defined herein.

2. ROLE OF COUNTY'S OUTSOURCING PROVIDER

In 1999, the County of San Diego outsourced the provision of Information Technology Services. Northrop Grumman Information Technology (NGIT) is the current outsourcing provider, contracting with the County until January 2013¹. The IPTS, when completed, will reside in the NGIT Data Center in either Plano, Texas, or Tulsa, Oklahoma. The System itself will be maintained and operated by NGIT personnel.

To that end, it is the County's desire that NGIT personnel be trained on the operation and maintenance of the IPTS and that NGIT staff be included and work under the Contractor's direction with the Contractor's development and implementation team on certain aspects of system development and deployment. The Contractor shall supervise and direct NGIT staff on work as follows:

- 2.1 NGIT personnel provided under the County's Work Order will work with Contractor in performing the Services to gain a complete and accurate understanding of the architecture of each Module and the System, and the knowledge required to maintain and operate each Module and the System, in order to have the skills and information needed to Operate and Maintain each Module and the System at the required service levels after Cut-Over for the Module or System. At a minimum, NGIT staff must work, as part of the Contractor's team on interface development (both external to the County and internal to other County systems), system integration, and Alpha testing, and assist in the preparation of the System Transition Plan. There shall be no more than three (3) full-time NGIT employees engaged in the above-described activities at any one point in time for the duration of the project.
- 2.2. NGIT will advise Contractor on compliance with information technology policies and requirements to which Contractor and/or each Module and the System must comply, including, but not limited to, the interoperability of each Module and the System with the County's other systems and operating environment, the service levels that the Modules and the System must meet in the production environment, System documentation standards, and the County's disaster recovery policies.
- 2.3. NGIT personnel provided under the County's Work Order will be solely responsible for Operating and Maintaining each Module and the System during the applicable period during which the NGIT Administrator Training for such Module or the System is being evaluated as provided in Section 9.5.1 of the Agreement attached to the RFP as Exhibit A. These activities are included, along with those described in 2.1 above, in the work assigned to the three (3) NGIT staff discussed above.
- 2.4. The NGIT personnel provided under the Work Order will, with such involvement and assistance of Contractor's employees as Contractor deems appropriate, prepare and implement the Transition Plan to assure a smooth and seamless transition from legacy systems to the new IPTS System.

3. PAYMENT SCHEDULE

Contractors shall submit a proposed payment schedule listing each Milestone and any other event for which payment will be due. The payment schedule may include as many Milestones or other payment events as the Contractor chooses, and may assign to each such Milestone or payment event whatever portion of the total System Price as Contractor deems appropriate, subject to the following:

- 3.1 Contractor's proposed payment schedule must include, at a minimum, the events listed below, and the proposed payment associated therewith. The total of all payments in Contractor's proposed payment schedule should equal the total System Price. Contractors need not include a payment for any of the events listed below for which the Contractor does not desire to propose a separate payment.

¹ At the conclusion of the current contract, in January 2013, the County has the sole option of renewing the current Agreement with NGIT or contracting with another outsourcing provider. For purposes of this document, the current outsourcing provider will be referenced, but the reference applies to whichever firm holds the Outsourcing Contract for any part of the IPTS Contract period.

However, all of the events listed below should appear in the payment schedule with the date after execution of the Agreement by which the event will occur. The following events must be included in the Contractors' proposed payment schedule.

- (a) Acceptance of the Project Plan
- (b) Acceptance of the Detailed System Design/Functional Specification for each Module
- (c) Acceptance of each Module or Phase Implemented
- (d) Acceptance of NGIT Operator Training for each Module or Phase Implemented
- (e) Acceptance of the System as a whole
- (f) Acceptance of NGIT Operator Training for System as a whole

3.2 County prefers fewer payment events.

3.3 Milestones require Acceptance by the County of the subject Deliverable or NGIT Operator Training to have occurred in order for payment to be made. Other payment events not associated with Acceptance of a specific Deliverable or Training may be proposed, with the understanding that the County strongly prefers that payments be linked to the delivery of Deliverables for which specific Acceptance criteria have been agreed to.

3.4 County requires that the payment schedule be structured to provide adequate security to County and incentive to the Contractor throughout the Project to timely complete the Project and each phase thereof, and to correct any problems that arise during the Project in a timely fashion. In all events, Contractor's proposed payment schedule should provide that (i) an amount equal to no less than 20% of the total amount payable with respect to delivery of all Deliverables incorporated into a Module will be payable only upon Acceptance of NGIT Operator Training for that Module, and (ii) no less than 20% of the total System Price will be payable only upon Acceptance of NGIT Operator Training for the System as a whole.

The proposed payment schedule should include the expected date after execution of the Agreement by which each Milestone or payment event shall occur, assuming the Contractor has timely delivered the Deliverables, Training, and Services as required by the Agreement. The Contractor understands that County may delay Acceptance of any Deliverable, Training or Services until the same has met all Acceptance criteria set forth in the Agreement, the Accepted Project Plan, and the Specifications.

4. IDENTIFICATION OF SOFTWARE CATEGORY

The Agreement defines five categories of Software: New Development, Contractor Developed, Modified Contractor Developed, COTS, and Modified COTS. Because the rights of the County with respect to each type of Software vary under the terms of the Agreement, it is required that Offerors in their proposals identify which type of Software is being proposed for each requirement of the RFP. If COTS or Modified COTS Software are proposed as a solution to any requirement, the proposal shall also contain an explanation as to how the County will be able to cost-effectively Operate and Maintain said item of COTS or Modified COTS Software as part of the IPTS over the useful life of the System without having access to the source code for the COTS or Modified COTS Software. If any COTS or Modified COTS software is proposed for inclusion into the IPTS, said software must be integrated in a manner that is "loosely coupled" to any custom or contractor software to ensure that future required upgrades of COTS or Modified COTS software will not require any remediation or re-work of any custom or contractor-developed code/software in order to make the new upgraded version of the COTS or Modified COTS software work with the other IPTS code. The Offerors must provide details on the anticipated impact on any Modified COTS software with regards to typical periodic upgrades from the manufacture of the base-COTS product software.

5. SUBCONTRACT REQUIREMENTS

5.1 NGIT: The Contractor shall be required to execute and include in its firm fixed price, a separate subcontract with NGIT for the acquisition, configuration, licensing, maintenance and operation of all required System hardware (excluding user desktops) for the period from Contract initiation through final system acceptance. This ability for the Contractor to access and perform all System work using this hardware must also be included in the required subcontract with NGIT. System hardware

(design, development, test, and production hardware – including necessary licenses) shall reside in one or both of the NGIT provided County data centers (Plano, Texas or Tulsa, Oklahoma) and shall be acquired so as to adhere to County hardware standards. The County shall assume no responsibility or liability for any hardware-related issues (including access issues) during the term of this Agreement. All hardware-related tasks that must be performed by NGIT through final system acceptance must be included in this separate sub-contract.

- 5.2 Wave Technology Solutions Group: The Contractor shall be required to execute a subcontract with Wave Technology Solutions Group (TSG) for certain development and implementation work specific to document management and OCR-generated data interface functionality that is described in Exhibit D, Section IV, Subsection 1.1.4, Document Management. As Wave TSG currently maintains the ARCC, A&C, and TTC Document Management System, they are best able to assist the Contractor to design, develop, and complete the work required to interface the IPTS with that document management system (both for image indexing and retrieval and for data interface). The cost of that subcontract shall be included in the firm fixed price. The County shall not be required to contract with or otherwise engage Wave TSG for any aspect of work required for the IPTS.

6. COUNTY STAFFING LIMITATIONS

Due to budget and workload constraints, the County has a limited number and type of staff available to work on this project. In addition to a full-time Project Manager, the County will provide 2 full-time staff from the Treasurer/Tax Collector (TTC), 2 full-time staff from the Assessor/Recorder/County Clerk (ARCC), and 1 full-time staff from the Auditor and Controller (A&C). Subject Matter Experts (SMEs) will be available as needed for the duration of the Contract. The Contractor's proposal must take into account these staffing constraints and propose a plan that optimizes the use of as few County staff as possible.

Additionally, the criticality of certain business events and processes will restrict System implementation to certain months of the year. See Table below:

IPTS Functional Area Deployment Windows (by Department)

Dept	Functional Area	July		Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		June	
		1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half
A&C	Apportionment & Distribution	R	R	R	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
A&C	Bill Maintenance	R	R	R	R	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
A&C	Customer Service	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
A&C	Special Assessments	R	R	R	R	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
A&C	Tax Roll Generation	R	R	R	R	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
A&C	TRA Fund Maintenance	R	R	R	R	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
A&C	TRA Rate	R	R	R	R	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
ARCC	Address Maintenance	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Assessment Appeals	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Assessment Roll Generation	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Business Personal Property	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	CAMA	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Change in Ownership	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Construction & Permits	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Customer Service	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Exclusion & Base Value Transfer	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Exemption Management	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Parcel Maintenance	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
ARCC	Property Account Maintenance	R	R	G	G	G	G	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R	R	R
TTC	Bill Maintenance	R	G	G	G	G	G	G	G	G	G	R	R	G	G	G	G	G	G	R	R	G	G	G	R
TTC	Delinquency & Bankruptcy	R	G	G	G	G	G	G	G	G	G	R	R	G	G	G	G	G	G	R	R	G	G	G	R
TTC	Payment Plans	R	G	G	G	G	G	G	G	G	G	R	R	G	G	G	G	G	G	R	R	G	G	G	R
TTC	Payment Processing	R	G	G	G	G	G	G	G	G	G	R	R	G	G	G	G	G	G	R	R	G	G	G	R
TTC	Refunds	R	G	G	G	G	G	G	G	G	G	R	R	G	G	G	G	G	G	R	R	G	G	G	R
TTC	Tax Roll Generation	R	G	G	G	G	G	G	G	G	G	R	R	G	G	G	G	G	G	R	R	G	G	G	R
TTC	Tax Sale Maintenance	R	G	G	G	G	G	G	G	G	G	R	R	G	G	G	G	G	G	R	R	G	G	G	R

Legend

G

No issues

R

Unacceptable

COUNTY OF SAN DIEGO REQUEST FOR PROPOSALS
THIS IS NOT AN ORDER

MAIL OR DELIVER YOUR PROPOSAL TO:

County of San Diego Department of Purchasing and Contracting
10089 Willow Creek Rd., Suite 150, Mail Stop O32
San Diego, CA 92131-1699

FOR INFORMATION, PLEASE CONTACT
Tracy Hudson, Procurement Contracting Officer
E-MAIL ADDRESS: Tracy.Hudson@sdcounty.ca.gov

Proposals shall be **received** at the above address
no later than **3:00 PM LOCAL TIME May 19, 2010**

**SUBMIT PROPOSALS IN SEPARATE, SEALED ENVELOPED OR PACKAGES CLEARLY MARKED ON THE
OUTSIDE WITH THE RFP NO. AND OFFEROR'S NAME AND ADDRESS**

DESCRIPTION

The County of San Diego is soliciting proposals from qualified contractors to replace approximately 40 legacy systems/processes with one Integrated Property Tax System (IPTS). This integrated system may be composed of a single system residing on a single database or may result from the seamless integration of several separate and distinct automated systems that, when integrated, provide the functionality required in the Statement of Work. If the IPTS is to result from the integration of several distinct applications, the contractor shall be required to design, develop, and implement all required interfaces and/or processes that are necessary for that seamless integration. Using the selection process described in this RFP, one contractor will be selected to design, develop and implement this System.

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Tyler Technologies, Inc.

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TYPE OR USE BLACK INK TO COMPLETE THE OFFEROR INFORMATION BELOW

Offeror hereby acknowledges receipt of this RFP and Addenda Number(s) 1 through [].

OFFEROR INFORMATION		AUTHORIZATION FOR OFFER	
(Type or Print Legibly)		(Must be Signed)	
Firm Name:	_____	By:	_____
Street:	_____	Signature	Offer date
City/State/Zip	_____	Name:	_____
Phone No.	_____ Fax _____	(Type or Print Legibly)	
E-Mail Address:	_____	Title:	_____

Contact Person (If other than above – Type or Print Legibly)

Name: _____ Phone No. _____ Fax _____
Title: _____
E-Mail Address: _____

NOTE: RFPs, associated documents and addenda may be obtained from the Department of Purchasing and Contracting at 10089 Willow Creek Road, Suite 150, San Diego, California 92131-1699 or by downloading from the department's Web site "BuyNet" at www.sdcounty.ca.gov. It is the Offeror's responsibility to periodically check the Web site for addendum that may be issued to implement changes or clarifications to the RFP, prior to the due date.

SUBMIT THIS COMPLETED FORM AS THE COVER PAGE OF THE PROPOSAL

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEMS (IPTS)
REPRESENTATIONS AND CERTIFICATIONS

1. NOT-FOR-PROFIT ORGANIZATIONS

Attach proof of status and omit Paragraph 3.

2. INTERLOCKING DIRECTORATE

In accordance with Board of Supervisors Policy A-79, if Offeror is a non-profit as indicated in paragraph 1 above, Offeror is required to identify any related for-profit subcontractors in which an interlocking directorate, management or ownership relationship exists. By submission of this bid or proposal, Offeror certifies it will not enter into a subcontract relationship with a related for-profit entity if Offeror is a non-profit entity. If Offeror is a non-profit and will be subcontracting with a related for-profit entity, Offeror must list the entity(s) below and the contract must be approved by the Board of Supervisors:

3. BUSINESS REPRESENTATION

3.1. DEFINITION OF A DISABLED VETERANS BUSINESS ENTERPRISE

"Disabled Veterans Business Enterprise" means a business which is at least fifty-one (51%) owned and operated by one or more veterans with a service related disability as certified by Equal Opportunity Management Office (EOMO), California Department of General Services, Office of Small Business and members of Joint Agencies Contracting Opportunities (JACO), (California Military and Veterans code, Article 6, Section 999).

3.2. REPRESENTATION AS DISABLED VETERANS OWNED BUSINESS:

(Mark all applicable blanks). This Offeror represents as a part of this offer that the ownership, operation and control of the business, in accordance with the specific definition in 3.1 I am currently certified by:

_____ (Government. Agency)

Certification #: _____

4. CERTIFICATE REGARDING DEBARMENT, SUSPENSION AND RELATED MATTERS

Offeror hereby certifies to the best of its knowledge that neither it nor any of its officers:

- 4.1. Are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency; and
- 4.2. Have within a three (3) year period preceding this agreement been convicted of or had a civil judgment rendered against them for commission of fraud or criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property; and

Name: _____

Title: _____

- 4.3. Are presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with the commission of any of the offenses enumerated in paragraph 4.2 of this certification; and
- 4.4. Have within a three (3) year period preceding this agreement had one or more public transactions (Federal, State or local) terminated for cause or default.
- 4.5. Are presently the target or subject of any investigation, accusation or charges by any federal, State or local law enforcement, licensing or certification body and if they are, the appropriate information is included in the proposal, as requested in the Submittal Requirements.

5. CERTIFICATE OF CURRENT COST OR PRICING

"This is to certify that, to the best of my knowledge and belief, cost and/or pricing data submitted with this bid or proposal, or specifically identified by reference if actual submission of the data is impracticable, is/are accurate, complete, and current as of the date signed below."

6. CERTIFICATE OF INDEPENDENT PRICING

- 6.1. By submission of this bid or proposal, each offeror certifies, and in the case of a joint offers, each party thereto certifies as to its own organization, that in relation to this procurement;
- 6.2. The prices in this bid or proposal have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with other bidder or offeror; with any competitor; or with any County employee(s) or consultant(s) involved in this or related procurements; and
- 6.3. Unless otherwise required by law, the prices which have been quoted in this bid or proposal have not been knowingly disclosed by the bidder or offeror and will not knowingly be disclosed by the bidder or offeror prior to opening, in the case of a bid, or prior to award, in the case of a proposal, directly or indirectly to any other bidder or offeror or to any competitor; and
- 6.4. No attempt has been made or will be made by the bidder or proposal to induce any other person or firm to submit or not to submit a bid or proposal for the purpose of restricting competition.

7. TAX IDENTIFICATION NUMBER

Federal Tax I.D. #:

CERTIFICATION:

The information furnished in Paragraph 1 through 7 is certified to be factual and correct as of the date submitted.

Signature

Date: _____

SUBMIT THIS COMPLETED FORM AS PAGE TWO OF THE PROPOSAL

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1 RFP PROCESS

- 1.1 RFPs shall normally be made available on the County of San Diego's BuyNet Web site. Firms may request a hard copy from Purchasing and Contracting Clerical Section.
- 1.2 The County reserves the right to host pre-proposal conference(s). If scheduled, the date, time and location for the first pre-proposal conference can be found in the cover letter of this RFP and on the County's BuyNet Web site under "NOTICES" on the Request for Bid/Proposals page.
- 1.3 Diligence Material, if provided, is subject to the following disclaimer: Neither the County nor any of its agents, advisors, or representatives has made or makes any representation or warranty, express or implied, as to the accuracy or completeness of the Diligence Material. Without limiting the generality of the foregoing, the Diligence Material may include certain assumptions, statements, estimates, and projections provided by or with respect to the County. Such assumptions, statements, estimates, and projections reflect various assumptions made by the County, which assumptions may or may not prove to be correct. No representations are made by the County as to the accuracy of such assumptions, statements, estimates, or projections.
- 1.4 Offeror Inquiries and County Responses - All contacts from your organization related to this RFP or your proposal must be directed in writing exclusively to the County's Contracting Officer. You should not attempt to contact any other County personnel about this RFP unless authorized by the Contracting Officer.
- 1.5 Written addenda to the RFP may be issued to provide clarifications, corrections or to answer questions.
- 1.6 Proposals must be submitted by the time and date specified in the P&C Form 600 and/or the cover letter. Late submissions cannot be reviewed unless it is the only one received or there was mishandling on the part of County staff.
- 1.7 Proposals will be evaluated by a Source Selection Committee (SSC) appointed by a Source Selection Authority(s) (SSA).
- 1.8 The County's Contracting Officer may seek clarifications for the SSC. The Contracting Officer shall determine the appropriate means of clarification: telephonic, e-mail, letter or oral interviews.
- 1.9 Upon recommendation of the SSA, negotiations may be held with one or more Offerors. Negotiations will be concluded with those firms remaining in the competitive range, which shall conclude with a request for Best and Final Offer (BAFO).
- 1.10 The County of San Diego, Contracting Officer will notify all Offerors and post a Notice of Intent to Award for five workdays after receipt and approval of the Source Selection Authority(s) recommendation to award.
- 1.11 The Office of Purchasing and Contracting will notify all Offerors of the status of each proposal, prior to posting the Notice of Intent to Award.

2 SUBMISSION OF PROPOSAL

- 2.1 RFPs, associated documents, and addenda may be obtained from the Department of Purchasing and Contracting at 10089 Willow Creek Rd, Ste.150, San Diego, CA, 92131-1699 or by downloading from the department's BuyNet Web site at <http://buynet.sdcountry.ca.gov/>. It is the Offeror's responsibility to periodically check the web site for addenda that may be issued to implement changes or clarification to the RFP, prior to the due date.
- 2.2 It is understood and agreed upon by the Offeror in submitting a Proposal that the County has the right to withhold all information regarding this procurement until after contract award, including but not limited to: the number received; competitive technical information; competitive price information; and the County evaluation concerns about competing Proposals. Information

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releasable after award is subject to the disclosure requirements of the Public Records Act, California Government Code Section 6250 and following.

- 2.3 Offerors shall submit an original prior to the date and time specified. In addition the Offeror may be requested to submit additional copies. These copies should be submitted along with the original. Failure to submit the required number of copies may result in finding of non-conformance. Originals should be clearly marked.
- 2.4 Unless otherwise specified proposal shall be on 8-1/2" x 11" white bond paper with no less than 1/2" margins and (11) eleven-point font. Pages shall be consecutively numbered within the bottom or top margin of each page, including attachments, such that if the document became separated, it could easily be put back together. Ensure that each copy is securely fastened and that the original and all copies are submitted in a sealed envelope or box with the RFP number and the name and address of the Offeror on the outside of the package/container. Note: There does not need to be a separate envelope or package for each of the copies.
- 2.5 Unless otherwise specified the proposal shall conform to the following format:
 - 2.5.1 A completed and signed P&C 600 form shall be submitted as the cover of your proposal.
 - 2.5.2 A completed and signed Representations and Certifications form shall be submitted as the second page of your Proposal.
 - 2.5.3 A table of contents listing, by page number and all other contents of the proposal shall be submitted after the Representations and Certifications form.
 - 2.5.4 The proposal shall be in the required format with all forms, answers and attachments sequentially numbered to correspond to the applicable question or requirement.
 - 2.5.5 Each proposal shall be typed and be concise but comprehensive. Proposal shall not include promotional material and shall be in accordance with the requirements discussed herein.
 - 2.5.6 All information provided shall be verifiable by telephone. The County may, but is not obligated to, use only those telephone numbers and names of contacts provided in the proposal.
 - 2.5.7 The County of San Diego is in the process of going paperless. In support of this endeavor, the County requires one **COMPLETE** black and white copy submitted and marked "Original." All other required copies may contain shading, color, graphics, or photographs.

3 EVALUATION AND SELECTION

- 3.1 Proposals will be evaluated based upon the information provided in response to the RFP "Evaluation and Submittal Requirements" and other information known to the County. This information may be provided by written material, electronic means, or oral presentations.
- 3.2 The County reserves the right to request clarification and/or request additional information from Offerors if necessary. Such clarifications and/or additional information shall be submitted by the Offerors as an Addendum to the Proposal upon request of the Contracting Officer. However, since no additional input may be required, Offerors are advised to submit complete information in the Proposal.
- 3.3 The "Evaluation and Submittal Requirements" may authorize the use of presentations and/or interviews as a method of presenting the Offeror proposal or obtaining additional information. The Source Selection Committee (SSC) may invite competitive Offerors to make a presentation to, or participate in interviews with the County at a date, time, and location determined by the County. The purpose of such presentations or interviews would be to allow the Offerors to present their

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proposed solutions to the County and for the SSC to obtain additional information; the key points in the Proposals will be evaluated by the SSC.

- 3.4 The evaluation to determine the competitive range shall use the non-exclusive list of criteria contained in "Evaluation and Submittal Requirements."
- 3.5 The overall total cost to the County will be considered in evaluation. Although cost may be of lesser importance as an evaluation factor, it should not be ignored. The degree of importance will increase with the degree of quality of the proposals with respect to the other evaluation factors.
- 3.6 It is in the best interest of the County to have a contract portfolio that is not too heavily dependent upon one or a few contractors. Maintaining a balanced portfolio will be considered in the evaluation process. The degree of importance of this factor will increase along with the number of contracts an Offeror has or proposes to have with the County.
- 3.7 The County has an interest in a competitive contractor environment. This means that it is to the County's advantage to have multiple contractors within the County that are qualified and willing to provide the services sought. To insure a continuing competitive environment, the County will take into consideration the number of existing contracts and proposed contracts a particular contractor entity has or may have with the County when evaluating the proposals. The degree of importance of this factor will increase along with the number of contracts an Offeror has or proposes to have with the County.
- 3.8 The Source Selection Authority may, at its sole discretion, authorize the Contracting Officer to enter into negotiations with any Offerors found to be in the competitive range.
- 3.9 Best and Final request will be issued at the conclusion of negotiations and may contain additional selection discriminators. The Source Selection Committee shall review best and final responses and make an award recommendation to the SSA.
- 3.10 Upon Posting of the Notice of Intent to Award, the Contracting Officer will enter into contract finalization negotiations and upon the successful completion, award an Agreement with the Offeror whose proposal has been ranked first by the County on the basis of best value to the County.

- 4 **SIGNATURE** All proposals shall be signed by an authorized officer or employee of the submitting organization. The title of the authorized officer or employee, the name, e-mail, address and phone and fax number of the organization shall be included. Obligations committed by such signatures shall be fulfilled.
- 5 **COST COMPARISON** The County Charter requires a finding of economy and efficiency prior to award of contracts for service that can be performed by persons employed in the Classified Service to an independent contractor. It is the intent, subject to a finding of economy and efficiency, to contract for these services. The cost comparison is subject to review and approval by the Chief Administrative Officer.
- 6 **PROPRIETARY INFORMATION** All proposals become the property of the County of San Diego unless return is specifically requested as specified in Paragraph 10. The County is a public agency subject to the disclosure requirements of the Public Records Act, California Government Code Section 6250 and following. These requirements include an exemption for "trade secrets." If any proprietary information is contained in or attached to the written proposal, it must be clearly identified. In order to protect trade secrets from disclosure, pursuant to a Public Records Acts request, you must agree in writing to defend and indemnify the County if litigation results.
- 7 **INTERLOCKING DIRECTORATE** In accordance with Board of Supervisors Policy A-79, if Offeror is a non-profit as indicated on the Representations and Certifications form, paragraph 2, Offeror is required to identify any related for-profit subcontractors in which an interlocking directorate, management, or ownership relationship exists. By submission of this bid or proposal, Offeror certifies he will not enter into a subcontract relationship with a related for-profit entity if Offeror is a non-profit entity. If Offeror is a non-profit and will be subcontracting with a related for-profit entity, Offeror must list the entity(s) on the

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Representations and Certifications form, and any resulting contract must be approved by the Board of Supervisors.

- 8 UNNECESSARILY ELABORATE INFORMATION** Unnecessarily elaborate brochures, visual or other presentations, art work, and paper and binding beyond those sufficient to present a complete and effective proposal are neither necessary nor desired.

9 COUNTY COMMITMENT

- 9.1 County shall have the right to reject or accept any proposal or offer, or any part thereof (e.g., any component of any proposed solution) for any reason whatsoever and to accept other than the lowest offer, at its sole discretion.
- 9.2 This RFP does not commit the County to award, nor does it commit the County to pay any cost incurred in the submission of the proposal, or in making necessary studies or designs for the preparation thereof, nor procure or contract for services or supplies. Further, no reimbursable cost may be incurred in anticipation of a contract award.
- 9.3 The County reserves the right to terminate this RFP at anytime prior to contract execution.
- 9.4 No prior, current, or post award verbal conversation or agreement(s) with any officer, agent, or employee of the County shall affect or modify any terms or obligations of this RFP, or any contract resulting from this procurement.

10 LATE, MODIFIED, OR WITHDRAWN PROPOSAL

- 10.1 Any proposal received at the office designated in the solicitation after the exact time specified for receipt will not be considered unless it is received before award is made; and
- 10.1.1 It was sent by mail, and it is determined by the County that the late receipt was due solely to mishandling by the County after receipt at the County; or
- 10.1.2 It is the only proposal received.
- 10.2 Any modification of a proposal, except a modification resulting from the Contracting Officer's request for "Best and Final Offer" (BAFO), is subject to the same conditions as the initial submission.
- 10.3 Proposals may be withdrawn by written notice received at any time prior to Notice of Intent to Award. Thereafter, all proposals constitute firm offers, subject to negotiation and execution of definitive documents that will remain open and cannot be revoked, withdrawn, or modified for a period of six (6) months thereafter. Proposals may be withdrawn in person by an Offeror or an authorized representative, provided the authorized representative's identity is made known and the representative signs a receipt for the proposal prior the posting of Notice of Intent to Award a contract.

- 11 NON-CONFORMING SUBMISSIONS** Any submission may be construed as a non-conforming proposal and ineligible for consideration if it does not comply with the requirements of the Request for Proposal. Failure to comply with the technical features, and acknowledgment of receipt of amendments, are common causes for holding a proposal non-conforming.

- 12 KNOWLEDGE OF RFP AND PROPOSAL CONDITIONS** Before submitting a proposal, Offeror shall carefully read all sections of this RFP, including all forms, schedules and exhibits, and shall fully inform itself as to all existing conditions and limitations.

- 13 DUTY TO INQUIRE** Should an Offeror find discrepancies in or omissions from the RFP, plans, specifications or other documents, or should the Offeror be in doubt as to their meaning, the Offeror shall at once notify the Contracting Officer in writing. If the point in question is not clearly and fully set forth, a written addendum will be issued and posted on the County's BuyNet Web site. **It is the Offeror's**

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responsibility to periodically check the Web site for such addenda. The County will not be responsible for any oral instructions nor for any written materials provided by any County personnel that are not also posted on the BuyNet Web site.

- 14 EXPLANATION TO PROPOSERS** Any explanation desired by an Offeror regarding the meaning or interpretation of the proposal must be directed in writing exclusively to the County's Contracting Officer. The preferred method of delivering written questions is by e-mail or by an internationally recognized courier to the address listed in the cover letter. Telephone calls will not be accepted. In no event will the County be responsible for ensuring that prospective Offerors' inquiries have been received by the County. You should not attempt to contact any other County personnel about this RFP solicitation. Oral explanations or instructions will not be binding. Any explanation concerning a solicitation will be provided to all prospective Offerors through posting on BuyNet in the form of an addendum to the solicitation. **No response will be provided to questions received after the date stated in the cover letter.**
- 15 PROTEST PROCEDURE** County policy A-97 requires that contracts resulting from a negotiated procurement shall be awarded only after a notice of the proposed award has been posted in a public place.
- All protests shall be made in writing and shall be filed with the Contracting Officer identified in the solicitation package. A protest shall be filed on the earliest of the following dates: (i) within five business days after a Notice of Intent to Award the contract has been posted in a public place in the County's Contracting Office or County Internet Web site, (ii) within five business days after the County provides notification that the proposal is no longer under consideration, or (iii) by noon on the day before the Board of Supervisors is scheduled to consider the matter.
- Copies of the Board Policy are available from the Clerk of the Board, 1600 Pacific Highway, San Diego, CA 92101, or on the County's Web site at <http://www.sdcounty.ca.gov/> under the Clerk of the Board's page.
- 16 DEBRIEF AND REVIEW OF CONTRACT FILES** When an Offeror has been notified by the Contracting Officer that the proposal is no longer being considered for award, the Offeror may request a "debriefing" from the Contracting Officer on the findings about that one proposal (with no comparative information about proposals submitted by others).
- After contract award, any interested party may make an appointment to review the files to look at all proposals, the Source Selection Committee Report and any other information in the file. Copies of any documents desired by the reviewer will be prepared and sold to the requestor at current County prices for such information.
- 17 NEWS RELEASES** Offerors shall not issue any news release pertaining to this RFP without prior written approval of the County's Contracting Officer, which may be withheld in such officer's sole discretion. A minimum of two (2) business day's notice is required for approval.
- 18 CLAIMS AGAINST THE COUNTY** Neither your organization nor any of your representatives shall have any claims whatsoever against the County or any of its respective officials, agents, or employees arising out of or relating to this RFP or these procedures (other than those arising under a definitive Agreement with your organization in accordance with the terms thereof).
- 19 EMPLOYMENT OFFERORS** Until contract award, Offerors shall not, directly or indirectly, solicit any employee of the County to leave the County's employ in order to accept employment with the Offeror, its affiliates, actual or prospective contractors, or any person acting in concert with the Offeror, without prior written approval of the County's Contracting Officer. This paragraph does not prevent the employment by an Offeror of a County employee who has initiated contact with the Offeror.
- 20 EVENTS** Timing and sequence of events resulting from this RFP shall ultimately be determined by the County.

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1. Copies and General Instructions

Proposals shall be prepared using single spaced 8 1/2" x 11" paper with no less than 1/2" margins and a minimum font size of 11. Submit **one (1) original and ten (10) copies**, marked as "original" and "copy," as appropriate, for a total of eleven (11) of both the technical (to include any required forms, tables and resumes) and price proposals (submitted separately), and one (1) CD in Word or PDF format. Please submit the electronic copy of your proposal into separate files for technical and pricing but as few total files as possible.

Submit separately bound technical and price proposals. Technical and price proposals shall each be submitted in a separate, sealed envelope. Pages shall be consecutively numbered within the bottom or top margin of each page, including attachments, such that if the document became separated, it could easily be put back together. Ensure that each copy is **securely fastened** and original and all copies are submitted in a sealed envelope or box with the RFP number and the name and address of the Offeror on the outside of the package/container. **Note: There does not need to be a separate envelope or package for each of the copies.** No price data are to be included in the technical proposals. Technical proposals will be examined prior to review and price information will be removed or the County may declare a proposal non-responsive because of the inclusion of price data in the technical proposal and thus eliminate it from further evaluation.

Samples, literature, and other materials may be submitted as appendices but are **strongly discouraged**. Proposers are cautioned that evaluations may be made on the basis of the technical proposal alone and that the County is under no obligation to consider these added materials. Therefore, it is a good practice in the narrative to describe the purpose of any information in the separately bound volumes.

Each proposal shall have sufficient level of detail to enable the County to complete a thorough evaluation of the proposal's compliance with the County's requirements. The proposal should be specific, detailed, and complete while clearly and fully demonstrating that the Offeror has a thorough understanding of the County's requirements and the knowledge necessary to meet the requirements. The proposal shall be sufficiently specific to show ***how*** the Offeror will comply with applicable requirements. Statements to the effect that the Offeror *understands* the specifications or *can/will comply* with the specifications, and statements paraphrasing (or parroting) the specifications or parts thereof are inadequate. Phrases such as "standard procedures will be employed" or "well-known techniques will be used" do not provide any indication of Offeror's ability to perform the required work. Previously submitted data will not be deemed an adequate explanation of how the Offeror will accomplish the required work and how Offeror's previous experience relates to the requirements of this RFP.

2. Technical Proposal

The purpose of the technical proposal is to demonstrate the qualifications, competence and capacity of the firm. The proposal submitted shall be for the Contractor's single, best solution to meet the requirements identified in this RFP. The proposal shall be in the required format with all forms, answers, and attachments sequentially numbered to correspond to the applicable question or requirement. Each proposal shall be typed and be concise but comprehensive. Proposal shall not include promotional material. Proposal shall be in accordance with the requirements discussed herein. All information provided shall be verifiable by telephone. The County may, but is not obligated to, use only those telephone numbers and names of contacts provided in the proposal. The technical proposal shall be submitted in the following order.

- Completed P&C 600 Form as the cover page
- Representation and Certifications form, which will be the second page of the proposal
- Transmittal letter
- Table of Contents which lists all proposal pages by sequentially numbered pages
- Technical proposal:
 - Section One: Executive Summary
 - Section Two: Proposed Compliance with Project Requirements: Contractor Scope of Work
 - Section Three: Proposed Compliance with Project Requirements: System Requirements

No pricing information shall be included in the technical proposal.

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2.1. Executive Summary

Contractors shall provide an Executive Summary that includes an overview of the proposed System development and implementation process, including a summary of the System's principle features, programming language for System, database management system, testing and other tools to be used, and hardware and software (if any) requirements. If the contractor intends to use an existing system, either as-is or modified (COTS or Contractor), for any level of IPTS functionality, the proposal must provide complete System detail including full functional specifications (detailed System design, System architecture, database design, data dictionary) and verifiable references with respect to where the System is currently in production, current transaction capacity, and the name, title, and phone number of client contacts. The County's acceptance of a Contractor's proposal does not constitute or in any way imply the County's acceptance or approval of a proposed COTS or Contractor-developed product. If COTS, Contractor-developed system, other developed system, or modification thereof is proposed, the Contractor assumes sole responsibility and all liability for ensuring the resulting IPTS System complies with all stated requirements.

2.2. Proposed Compliance with Project Requirements: Contractor Scope/Statement of Work (SOW)

Instructions for Response: Contractors shall respond to *each and every requirement* identified in the SOW, Exhibit D, Section III of this RFP. The written response to each requirement should be mapped back to item numbers in the SOW to facilitate review by the County. Contractor shall identify all resources and tasks, including but not limited to support to be provided by County employees and NGIT employees, in the performance of the Project. Any tasks required to complete the IPTS project and meet all the stated Requirements that are not identified by the Contractor to be performed by the County or NGIT (see Section 2.2.14 for description of NGIT task list), shall be the sole responsibility of the Contractor, and included in the firm fixed price.

2.2.1. Project Planning and Management (SOW, Section III, 2.1.1)

Show how you plan to meet all the requirements of SOW, Section 2.1.1 - Project Planning and Management. In addition to your response to the requirements outlined in the SOW, include the following:

2.2.1.1. Organization Plan

An organizational management plan is required. The organizational management plan must indicate controls for effectuating timely response and cost effectiveness, and must include proposed lines of responsibility, authority, and communication between project staff (Contractor and County), Subcontractors, County Management, and NGIT. It must clearly outline the level of participation the Contractor requires from County and NGIT staff during each phase of the Project.

2.2.1.2. Project Personnel

Contractors shall submit resumes of the primary management and professional personnel who would be assigned to the Project, including a description of their anticipated roles and responsibilities in this effort. All resumes must clearly indicate skills commensurate with the technical and professional requirements. Information on related experience, education, and knowledge shall include delineation of work on specific California property tax projects which relate to the County's requirements. If resumes are submitted on personnel not currently employed by the Contractor, a statement must be provided from that person indicating a willingness to accept employment if the contract is awarded. The requirements defined in Exhibit A, Section 13.3 - Project Managers and Key Employees must be addressed.

2.2.1.3. Gantt Charts

Gantt charts are required. These charts are to show the timelines from the beginning of the Project through System implementation with major Milestones and Deliverables indicated. Gantt charts must take into consideration the Contractor's proposal for development phases.

2.2.1.4. Module/Phase Plans

Contractor must identify the phases or Modules proposed for design, development, and implementation. It is the County's requirement that the first Module ("Module 1") shall include all functionality that is currently performed by the County's mainframe systems, along with CAMA functionality, Data Warehouse functionality, Assessment Appeals functionality, and all required reports. These requirements are described

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in Appendix A and in Exhibit D, subsection IV. This first phase shall also include the design, development, testing, and implementation by the Contractor, of any and all interfaces that will be required to replicate the current interfaces to and from the mainframe and to and to and from the CAMA and Assessment Appeals functionality, and the Data Warehouse.

2.2.1.4.1. Data Warehouse

Show how you plan to meet the requirements of SOW, Section III, 2.11 – Data Warehouse. Describe in detail your plan for the design, development, and implementation of the data warehouse. Include examples, if any, of other data warehouse solutions your firm has developed and implemented. Include the name of the contracting party (for whom the work was done) and the scope of the engagement (including size of database, toolset used, project budget, and time to complete) for each example.

2.2.1.4.2. Beyond Module 1

Contractors are free to determine composition and timing of subsequent phases. Within each phase identified, include the functionality contained within that phase traced specifically to the functional areas identified in Exhibit D, Subsection IV, 2 – Function-Specific Requirements.

2.2.2. Transition Plan Requirements (SOW, Section III, 2.2)

Show how you plan to meet the requirements of SOW, Section III, 2.2 – System Transition. Describe your plan for the transition of Operations and Maintenance functions for the new System to NGIT, and describe the level of participation and/or tasks that will be required of NGIT personnel to ensure your compliance with these requirements. This description should take the form of a “plan” that describes, in detail, how you plan to utilize and work with NGIT staff to ensure they can competently maintain and operate the system once it has been accepted by the County.

The response must also contain a complete listing of the Documentation that contractor will provide the County to permit County to successfully undertake the ongoing Maintenance and Operation of the System and at what stage of each Phase/Module each article of Documentation will be delivered to the County. The amount, type, and content of this documentation must be compliant with accepted Industry Standards.

2.2.3. Design Requirements (SOW, Section III, 2.3)

Show how you plan to meet the requirements of SOW, Section III, 2.3 – Design Requirement. Include in your response how you will meet the requirements of both the General and Detailed System Design/Functional Specifications.

2.2.4. System Development (SOW, Section III, 2.4)

Phased Development: Contractors must submit a strategy for a phased development and implementation. This includes a detailed description of the functionality contained in each Module, the required interfaces, and the timeline for the testing and implementation for each Module. If separate teams and/or subcontractors are to be assigned to separate phases, Contractors must identify those teams and describe their expertise in those specific areas. The County requires that the first Module (“Module 1”), at a minimum, contain all functionality that is currently provided by the County mainframe systems, CAMA functionality, Data Warehouse functionality, and Assessment Appeals functionality, including interfaces into and out of those systems, as well as System generated reporting (see Appendix A and Exhibit D, Section IV, for a description of the Module 1 functional requirements).

If the Contractor proposes functionality for Module 1 that exceeds the functionality identified above, the cost to the County to implement that additional functionality cannot exceed the cost to develop the required interfaces to those legacy systems the functionality will replace. Contractor must provide, through its Cost Proposal, the price of the additional non-mainframe functionality and the price of the legacy interfaces that would be required if that functionality is not included. The County will then decide whether to include that functionality in Module 1. If the Contractor is proposing a COTS or other-developed application and cannot separate the above identified functionality from the package application, the County, for Module 1, would allow the implementation of the entire package or portion of the package, but may choose not to “configure” or otherwise customize that

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additional functionality to meet the requirements of the SOW as part of a Module 1 deployment. This configuration and/or customization should be included in subsequent Modules for deployment.

The Contractor shall propose the sequencing and content of subsequent Modules/phases. However, the Modules or Phases proposed must contain all required functionality for the specific business functions contained in that Module. In other words, a Module cannot be proposed that would require a specific functional area to be worked both in the IPTs and in some existing legacy system. The County prefers fewer Modules to be proposed.

Please see Cost Proposal for pricing requirements specific to Modules/phases.

2.2.5. Conversion Planning (SOW, Section III, 2.5)

Describe your strategy for accomplishing System conversion. Include in your response a detailed description both of what your firm will and will not provide with respect to this effort. If your firm will not be providing certain services or performing certain tasks required for the successful conversion of all legacy data, please describe those services or tasks not included in your proposal and identify which entity (County or NGIT) is expected to provide them. Any tasks not identified to NGIT or County shall be the sole responsibility of the Contractor and are included in the firm fixed price.

2.2.6. Release Committee (SOW, Section III, 2.6)

Show how you plan to meet the requirements of SOW, Section III, 2.6 – Release Committee.

2.2.7. System Testing (SOW, Section III, 2.7)

Show how you plan to meet the requirements of SOW, Section III, 2.7 – System Testing. Include in your response a description of the testing methodology you intend to employ on this Project including:

- Identification of the test management tool that will be employed and a description of the functionality it provides.
- Identification of the defect tracking system that will be employed and a description of the functionality it provides.

2.2.8. Quality Assurance (SOW, Section III, 2.8)

Show how you plan to meet the requirements of SOW, Section III, 2.8 – Quality Assurance. Include in your response a description of how you will provide quality assurance for the following processes:

- 1-Project Management Process
- 2-Application Development Process
- 3-Configuration Management
- 4-Application Testing
- 5-Release Management Process

2.2.9. Deployment (SOW, Section III, 2.9)

Show how you plan to meet the requirements of SOW, Section III, 2.9 – System Deployment. Include in your response a discussion of the following:

- *Deployment:* Discuss your plan for System deployment. Include in this discussion the plan for the phased implementation.
- *System Support During Deployment:* Describe your plan for providing interim support – from rollout of the first Module to completion of the rollout of the System as a whole. Include in the discussion your proposed help-desk procedures including hours of operation, prioritization of requests, staffing, and description of escalation policy and process.

2.2.10. Documentation (SOW, Section III, 2.10)

Show how you plan to meet the requirements of SOW, Section III, 2.10 – System Documentation. Include in your response a list of all System or other Documentation you will deliver during the planning, design, development, and implementation phases of the Project. Identify for each Project Module the Document Deliverables that will be produced and delivered to the County.

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For *each* of the following, include an example of no more than 5 pages of work produced for prior engagements. For each example provided, identify the contracting party (for whom the work was done), and describe the scope of the engagement.

- 1-Detailed Design/Functional Specification Documents
- 2-Data Dictionary
- 3-Network Requirements
- 4-Hardware and Software Configurations
- 5-Sourcecode – include coding conventions
- 6-Test Plans

2.2.11. System Backup and Recovery Requirements (SOW, Section III, 2.12)

Show how you plan to meet the requirements of SOW, Section III, 2.12 – System Backup and Recovery.

2.2.12. System (User) Training (SOW, Section III, 2.13)

Show how you plan to meet the requirements of SOW, Section III, 2.13 – System Training. Discuss your plans for engaging professional training staff. If there is a specific training vendor that you will subcontract with, include vendor qualifications and resumes for training staff (if known).

For each of the following, include no more than 5 pages of work produced for other engagements. For each example provided, identify the contracting party (who the work was done for), and describe the scope of the engagement.

- Training Plan
- System User Guides
- Training Materials

2.2.13. NGIT System Administrator Training

1. Describe how you intend to train the NGIT staff on System operations and maintenance.
2. Identify the number of NGIT and County staff you feel need to be trained in order to adequately maintain, enhance, and operate the system.
3. Include in your response the stage at which this staff is to be brought into the project (development, testing, etc.).
4. Identify the tasks you will have them perform and your plan to evaluate their competency in System operations.
5. Provide an estimate of the number of hours you believe that it will take for them, working on those identified tasks, to become proficient.
6. It is the County's intention to contract with NGIT to provide a specific number of staff for a specific number of months, so accuracy in identifying all of the above is important.
7. Also identify any skills and/or technical competencies that you expect these NGIT staff to have prior to this engagement in order for them to productively participate in the project and be able to subsequently maintain and operate the System. The Contractor shall be solely responsible for managing the NGIT team during this Training and likewise shall warrant the work performed by the NGIT employees under their supervision.

2.2.14. NGIT Task List

It is the County's requirement that NGIT involvement, other than the training discussed above, be limited to those tasks that **can only be performed by them** as the County's outsourcing vendor. NGIT personnel **are not** to be used for tasks that should be completed by the Contractor under the firm fixed price. These NGIT tasks must be described by the Offeror in sufficient detail to allow the County to obtain a fixed price from NGIT (which shall be added to the contractor's firm fixed price to determine total project price as part of the evaluation criteria) prior to selecting a vendor pursuant to this RFP.

Include a list, at the task level, of all tasks you believe **can only** be completed by NGIT due to their unique knowledge and/or maintenance of County legacy systems and are therefore, **not** included in your firm fixed

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price². These tasks shall include those needed for Administrator Training (above), those required for Development and/or Implementation (that can only be performed by NGIT due to their role as Outsourcing Provider), and those needed for Knowledge Transfer to the Contractor, as well as any others you believe can ***only be accomplished*** by the County's Outsourcing provider due to their unique knowledge and/or responsibilities. Any tasks not included in this list, shall be the sole responsibility of the Contractor and shall be included in the firm fixed price – including any and all costs for engaging any third party other than NGIT to provide any service needed for the design, development, testing, and implementation of the System. Please break the list down by the above-three headers: Administrator Training, Development/Integration, and Knowledge Transfer.

The below is offered as an example of how this list could be formatted – It is not intended as a complete list of tasks:

Task Name and Description	System Administrator Training³(Managed by Contractor)	Development and/or Implementation (Managed by County)	Knowledge Transfer (Managed by County)
1. Identify all existing apportionment algorithms and communicate to Contractor.			Provide Estimated Hours to complete
2. Participate as team member in Integration Testing	Provide Estimated hours to complete		
3. Assist in the extract of data from the Mainframe systems as a step in data conversion activities.		Provide Estimated hours to complete	
4. etc.			

2.3. Proposed Compliance with Project Requirements: System Requirements

The County Technology Office has developed a set of Guiding Principles for enterprise-wide use. Specific to the development of the IPTS is the principle that applies to the use of a COTS package tax System functionality. For any COTS solution to be considered, it must satisfy "...at least 80% of the requirements and all critical functionality..." of the IPTS⁴. If the Contractor has envisioned using a COTS system, it must meet the requirements of the principle

² These NGIT tasks listed shall be the minimum - that only they can perform. It is expected that all other tasks will be performed by the Contractor and included in the firm fixed price. The County, as part of the review of responses to this RFP will look closely at this tasks list to determine whether more work has been identified to NGIT than is reasonable.

³ Must include, at a minimum, NGIT staff participation in system testing and interface development. Other NGIT participation needed to ensure adequate Administrator Training should also be identified in the table above. However, the County will not subsidize through the use of NGIT, Contractor work and responsibility for System design, development, and implementation.

⁴ IT Principle, A10 – Commercial-Off-The-Shelf (COTS) Solutions

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above to be considered a COTS solution. If the Contractor is envisioning using current, contractor-developed software, this must be identified as well.

2.3.1. Instructions for Response

For each area listed under General System Requirements below, show how you plan to meet the requirements. Your proposal must contain enough information about your solution to clearly demonstrate your understanding of the requirement. Your answer for each area must also include one of the five options identified below:

- COTS
- Modified COTS
- Functionality provided in existing vendor system⁵ – will be utilized as-is for IPTS
- Functionality contained in existing vendor system⁶ – will be modified for IPTS
- New development

If an existing system is to be utilized in any form – including modified – to provide some, most, or all of the functionality required in any area, the Contractor must describe the System and provide both in hard copy and on CD, System documentation which includes: design documents, database design, description of programming language and hardware platforms, and data dictionary. Contractor must also: identify where the System is currently in production; its size or some form of scale for current operations (parcel count, case count, and numbers of transactions/month); give current performance metrics; and provide client information including name, position, and phone number for principal contact.

For existing software that shall be used (Contractor or COTS), but modified, discuss in detail the required modification (for example, augmented functionality, change in database, change in System architecture, etc.).

2.3.2. General System Requirements

Show how you plan to meet the County requirements identified in Exhibit D, Section IV, General System Requirements, in the following areas:

- (SOW, Section IV, 1.1.1) Event-Based Transaction Sequencing
- (SOW, Section IV, 1.1.2) Transaction History
- (SOW, Section IV, 1.1.3) Workflow Management
- (SOW, Section IV, 1.1.4) Document Management
- (SOW, Section IV, 1.1.5) Case Notes
- (SOW, Section IV, 1.1.6) Document Generation⁷
- (SOW, Section IV, 1.1.7) Accounts Receivable
- (SOW, Section IV, 1.1.8) Double-Entry Accounting
- (SOW, Section IV, 1.1.9) Maintenance of Tax Rate Area Information
- (SOW, Section IV, 1.1.10) Apportionment of Revenues and Collections
- (SOW, Section IV, 1.1.11) Public Access to IPTS Data
- (SOW, Section IV, 1.1.12) On-Line Data Submission
- (SOW, Section IV, 1.1.13) GIS Interface
- (SOW, Section IV, 1.1.14) Base Value Management
- (SOW, Section IV, 1.2.1) System Usability
- (SOW, Section IV, 1.2.2) Table-driven Process Data Modification
- (SOW, Section IV, 1.2.3) Concurrent Roll Processing

⁵ “Existing vendor system” may include either an existing System developed by the Contractor or other third-party developed software that is not COTS. If Contractor or COTS software is proposed, a complete description of that software must be included with reference to sites where it is currently in production and client contacts for those sites.

⁶ Same as above

⁷ Bar-Coding: The requirements in the SOW specify that outgoing documents will be bar coded. If the Contractor has an alternative technology that effectively achieves the same functionality as the bar-coding requirement, that technology may be proposed. However, if an alternative is proposed, sufficient documentation must be presented to enable a competent review and analysis of the alternative by County staff.

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- (SOW, Section IV, 1.2.4) Import/Export
- (SOW, Section IV, 1.2.5) System Design Elements
- (SOW, Section IV, 1.2.6) Multiple Data Elements
- (SOW, Section IV, 1.2.7) Source Designation
- (SOW, Section IV, 1.2.8) Primary Designation

2.3.3.Function-Specific Requirements

Please use the Functional Requirement Tables in Exhibit D, Section IV for your response to the function-specific requirements. For each requirement listed, describe how you plan to meet the requirements. Your proposal must contain enough information about your solution to clearly demonstrate your understanding of the requirement.

For each business function identified, indicate whether you propose to meet the requirement with an existing software, Contractor or COTS (either as-is or modified) or with new development. For any existing software proposed (either as-is or modified), the submittal requirements described above under Instructions for Response apply.

2.3.3.1: Reports: Describe how you intend to provide the County with the necessary System reports (not correspondence – reports only). Use the Table in Exhibit D, Section IV, 2.1 as a guide and provide in your proposal the number and type of reports that you are including in the firm fixed price.

Note: Please be sure to review Appendix D, Use Cases, prior to responding to this section. These Use Cases, **together** with the Functional Requirements Tables contained in Exhibit D, Section IV comprise the Function-Specific Requirements for the System. The Use Cases also contain explanations of terminology and processes referred to in the Functional Requirements Tables.

2.3.4.County Information Technology Standards

For each of the County Information Technology Standards identified in Appendix B of the SOW, show how you plan to meet County requirements. For each standard that your proposed solution will not meet, discuss in detail the alternative you are proposing. Include in your response the rationale for selecting that alternative instead of conforming to County Standards.

2.3.5.Improvement in Efficiency

Many of the current business processes are the result of a multi-system configuration. It is anticipated that business processes will be streamlined with the implementation of one integrated System. The implementation of the IPTS should result in increased efficiency and effectiveness across the three departments.

Include, as part of your proposal, a description of how you envision that your solution will result in more efficient or streamlined County processes.

2.3.6.Module 1 Requirements

Please explain how you are going to comply with the County requirements for Module 1, as defined in Appendix A. Include in the discussion your solution for CAMA, Data Warehouse, and Assessment Appeals and how you intend to integrate this functionality into the mainframe replacement functionality that is also included in Module 1. Also include a referenced list of those General System Requirements identified in Exhibit D, Section IV, Subsection 1-all that are relevant to Module 1 development and how you intend to meet them for this Module.

2.3.7.Contractor Staffing

Provide an estimate of how many staff (Contractor and Sub-Contractor) staff you intend to have locally stationed in a San Diego facility for the duration of the Contract. As the County may, at its sole discretion, decide to provide project space, this estimate will be used by the County in its determination of whether it intends to provide project space.

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3. Cost Proposal

The cost proposal shall be submitted under separate cover from the technical proposal and in the following order.

- Completed P&C 600 Form as the cover page
- Representation and Certifications form, which will be the second page of the proposal
- Cost Proposal

Contractor shall include all IPTS costs (including but not limited to all project and program management, testing, documentation, system design, development, implementation, training, and the acquisition of all required software and hardware) in the Cost Proposal. For any and all tasks the Contractor believes will be performed by the County's Outsourcing Provider (NGIT) under a separate Work Order executed by and paid for separately by the County, the Contractor must identify, to the task level, the nature of that work and include it as an attachment to this Cost Proposal. Any work necessary for the design, development, testing, and implementation of the IPTS, including all interfaces coming in and going out of the System, that is not identified in the proposal as required of NGIT, shall be the sole responsibility of the Contractor to provide and shall be included in the firm fixed price.

The Contractor's cost proposal must include two separate and distinct parts: The first is the total System price, broken down into component pricing as identified below in Section 3.1. The second part is the Contractor's proposed payment schedule, which includes the identification of all tasks and/or deliverables that the Contractor proposes as payment milestones.

3.1. Pricing

Submit a fixed price for the System as a whole, broken down by component fixed prices for: design; development; testing; and implementation through acceptance by the County; for each of the distinct Modules/Phases in your proposal. This pricing breakdown must include separate pricing for the following:

3.1.1. Module 1

Mainframe replacement, CAMA, Data Warehouse, and Assessment Appeals functionality (for functionality, see *Appendix A and Exhibit D, Section IV, Subsections 1 and 2- Functional Requirements Tables as identified*) – Include all costs including, but not limited to: Project Management, Design, Functional Specifications, hardware and software acquisition, System development, testing, implementation, and training of County staff and any costs associated with the transition of the ongoing maintenance and operations of the System to NGIT.

If the Contractor proposes functionality for Module 1 that exceeds the required functionality, the cost to the County to implement that additional functionality cannot exceed the cost to develop the interfaces to those legacy systems the functionality will replace. Contractor must provide, through its Cost Proposal, the price of this additional functionality and the price for the legacy interfaces that would be required if that functionality is not included. The County will then decide whether to include that functionality in Module 1.

If the Contractor is proposing a COTS or other-developed application and cannot separate the Module 1 functionality from the package application, the County, for Module 1, would allow the implementation of the entire package or applicable portion of the package, but will not pay to "configure" or otherwise customize that additional functionality to meet the requirements of the SOW as part of a Module 1 deployment. This configuration and/or customization work should be included in subsequent Modules for deployment and the price to the County for that configuration and/or customization should be included in the cost and pricing for those Modules.

3.1.2. Completed System Detail Design/Functional Specifications

Provide the price for the completed System Detail Design/Functional Specifications (Exhibit D, Section III, 2.3.3) for the entire IPTS (Module 1 should be included in 3.1.1 above, but also identified separately here).

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3.1.3.Data Warehouse

The Data Warehouse (defined in Exhibit D, Section III, 2.11) is included in Module 1 (see above), but we require that the pricing for this functionality be provided both as integrated component of the Module 1 proposal and also as a discrete line item.

3.1.4.Case Notes

Provide pricing for the Case Notes functionality as defined in Exhibit D, Section IV, 1.1.5.

3.1.5.Internet Forms for Public Submission

Provide pricing for the Internet Forms for Public Submission functionality as defined in Exhibit D, Section IV, 1.1.11-12 and Appendix F.

3.1.6.Other Modules

Provide a description of and separate pricing for the design, development, testing, and implementation of each additional Module you are proposing for implementation. This includes compliance with any and all applicable requirements in Exhibit D – all sections. As the County is only requiring bonding to the extent of the price of each Module in work, it is important that any Modules proposed consist of complete business functionality that can be implemented and stand alone or integrate with the previous IPTS Modules to provide all the necessary functionality for that business function and eliminate the need for the users to rely on other applications or non-IPTS processes to complete work. This pricing should include the pricing for the Detailed Design/Functional Specifications.

3.1.7.Document Imaging and Work Queue Functionality

Embedded within the Functional Requirements Tables (Exhibit D, Section IV) and Use Cases (Appendix D) is the concept of the initiation of workflow and the development of work queues and work lists based upon the retrieval of a newly scanned document by IPTS from the Document Management System. Sometimes, this is called an “event” in the above-mentioned requirements documents. The County recognizes that there may not be a COTS or contractor-developed software that contains this feature. As a result, this feature must be priced separately – with separate pricing for the feature for each Module identified – including Module 1 (Section 3.1.1 above).

3.1.8.Project Team Space and Furnishings

Provide a separate price for the acquisition and ongoing costs related to **project space and furnishings** (not including desktops or other Contractor provided equipment and supplies needed for the project team for the duration of the project– which are the sole responsibility of the Contractor) Space must include that space needed for the combined Contractor/County project team for the duration of the project. Based upon your pricing and the availability of County-managed space, the County may decide to provide the necessary space itself and not pay the Contractor to acquire and manage that space.

3.1.9 Reports

Provide a separate price for the design, development, testing, and implementation of the reports identified in Exhibit D, Section IV, 2.1, Note 2 (reports only, do not include a separate price for correspondence- the price of which shall be included in the total firm fixed price). Identify the number of Simple, Moderately Complex, and Complex reports you have included in your proposal and the total price for each. This price does not include reports that users shall generate on an ad-hoc basis from the Data Warehouse. Also include a separate per-report price for the design, development, testing, and implementation of additional Simple, Moderately Complex, and Complex reports.

3.2. Payment Schedule

Contractors are required to submit a proposed payment schedule listing each Milestone and any other event for which payment will be due. The payment schedule may include as many Milestones or other payment events as the Contractor chooses, and may assign to each such Milestone or payment event whatever portion of the total System Price as Contractor deems appropriate, subject to the following:

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The Contractor's proposed payment schedule must include, at a minimum, the events listed below, and the proposed payment associated therewith. The total of all payments in Contractor's proposed payment schedule should equal the total System Price. Contractors need not include a payment for any of the events listed below for which the Contractor does not desire to propose a separate payment. However, all of the events listed below must appear in the payment schedule with the date after execution of the Agreement (DAC) by which the event will occur:

- Acceptance of the Project Plan
- Acceptance of the Detailed System Design/Functional Specifications
- Acceptance of each Module
- Acceptance of NGIT Operator Training for each Module
- Acceptance of the System as a whole
- Acceptance of NGIT Operator Training for System as a whole

3.3. Milestones

Milestones require Acceptance by the County of the subject Deliverable or NGIT Training to have occurred in order for payment to be made. Other payment events not associated with Acceptance of a specific Deliverable or Training may be proposed, with the understanding that the County strongly prefers that payments be linked to the delivery of Deliverables for which specific Acceptance criteria have been agreed.

3.4. Payment Schedule Security

County requires that the payment schedule be structured to provide adequate security to County and incentive to the Contractor throughout the Project to timely complete the Project and each phase thereof, and to correct any problems that arise during the Project in a timely fashion. In all events, Contractor's proposed payment schedule should provide that (i) an amount equal to no less than 20% of the total amount payable with respect to delivery of all Deliverables incorporated into a Module will be payable only upon Acceptance of NGIT Training for that Module, and (ii) no less than 20% of the total System Price will be payable only upon Acceptance of NGIT Training for the System as a whole.

3.5. Payment Dates

The proposed payment schedule should include the expected date after execution of the Agreement by which each Milestone or payment event shall occur, assuming the Contractor has timely delivered the Deliverables, Training, and Services as required by the Agreement. The Contractor understands that County may delay Acceptance of any Deliverable, Training or Services until the same has met all Acceptance criteria set forth in the Agreement, the Accepted Project Plan, and the Specifications.

4. Pro-Forma Contract Acceptance/Clause Exception(s) Statement

The County has made a determination that it will use the County's form of agreement and insurance requirements as the basis for the contract. The County's preferred form of pro forma service contract that the County is prepared to execute as a binding contractual agreement is set forth herein and is accessible in electronic form.

You are to indicate your acceptance or rejection of the proposed pro forma contract and insurance requirements, including insurance terms. If you do not accept the terms of any clause as written, propose the specific language changes (deletions and insertions) that would make the term acceptable to your organization; if you need clarification indicate specific wording that you find unclear, and why you consider it unclear. Statements that you find the agreement "generally acceptable" or that you "reserve the right to negotiate particular provisions," or that certain terms need "to be discussed" may be deemed non-responsive. Failure to specifically reject a proposed term will be deemed an acceptance of such term. In addition, if you intend to propose terms that are more favorable to the County than the terms of the pro forma contract, do so and propose the specific language changes that would make the terms more favorable. Submit a marked draft in electronic form indicating any changes to the pro forma contract.

The County may or may not elect to negotiate any exceptions taken as part of its pre-selection or post-selection process. Should Offeror take exception(s) to the pro forma agreement, Offeror understands that the County may, as part of its evaluation process, conclude that exceptions are so numerous and/or material as to make Offeror's response to the solicitation unacceptable.

Failure to comply with any of the requirements herein may render the proposal non-responsive.

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PROPOSAL EVALUATION

EVALUATION

1. Responses to the requested information in the Submittal Requirements will be the key components of evaluation. All responses and attachments shall be sequentially numbered to correspond to the applicable question or requirement. **The expectation is that those proposals found to be in the competitive range and considered for contract award will exceed the minimum requirements.**
2. The County of San Diego may undertake its own investigation of public records relating to the responder and/or its owner(s) and /or its principal shareholders. At a minimum, this may include an examination of all recorded documents maintained by the Assessor/Recorder/County Clerk for the County of San Diego and/or the County of the responder's principal operation and/or where it performs its major contracts; all documents maintained by the California Secretary of State including, but not limited to, corporate records, records of judgment liens on personnel property, and recorded security interests; and all other records maintained by regulatory agencies relating to the contractor. The County may also research records on publicly held companies on file at the Securities and Exchange Commission, Department of Justice, and similar federal and state agencies.
3. It is the position of the County that no responder, which on a regular and consistent basis, is involved in litigation which result in judgments against it which remain unsatisfied or for which enforcement procedures have been required; or which, on a regular and consistent basis is delinquent on payment of its state and federal taxes, or which has all or essentially all of its assets encumbered by priority security interest, is sufficiently stable to provide consistent and reliable services for the County of San Diego.
4. Proposals will be evaluated using the following factors in DESCENDING order of importance:
 - 4.1. Understanding of the project, its purpose and scope, and the Offeror's plan for developing and implementing the IPTS and accomplishing the County's vision, as evidenced by the proposed solution
 - 4.1.1. The quality of the plan for a phased development and implementation.
 - 4.1.2. The responsiveness to the questions posed in this RFP and the completeness of its answers.
 - 4.2. Ability to perform the scope of the services required, as demonstrated by experience in performing such services and by the qualifications and abilities of the key individuals identified in the proposal.
 - 4.3. Past performance of the Offeror on other Property Tax (United States), Financial, and/or Case Management system implementations in terms of quality of work and compliance with performance schedules (for which purposes the Committee may solicit references from previous clients, including the County, or any available sources, concerning the Offeror's record of past performance).
 - 4.4. Price of the proposed solution. This Price includes the Offeror's Firm Fixed Price together with the price received from NGIT based upon the tasks the Offeror has identified in its Proposal (See Proposal Submittal, Section 2.2.14, NGIT Task List).
 - 4.5. Financial strength and depth necessary to sustain a lengthy and complex system development and implementation project.
 - 4.6. Demonstrated project management experience on large and complex projects.
 - 4.7. Demonstrated ability to protect highly sensitive and confidential information of its customers.

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COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)

DRAFT AGREEMENT

INCLUDES:

**Exhibit A, Agreement
Exhibits 1.3-16.4**

**Exhibit B, Insurance and Bonding Requirements
Exhibit C, Pricing/Payment Schedule
Exhibit D, Scope/Statement of Work**

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COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPT)
EXHIBIT A – AGREEMENT

INTEGRATED PROPERTY TAX SYSTEM AGREEMENT

COUNTY CONTRACT NO. _____

By and Between

and

The County of San Diego

_____, 2010

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT A – AGREEMENT

This Integrated Property Tax System Agreement (“Agreement”) is made as of the ____ day of _____, 2010 (“Effective Date”) between the County of San Diego, a political subdivision of the State of California having administrative headquarters at 1600 Pacific Highway, San Diego, California 92101 (“County”), and _____, a _____, having a principal place of business at _____ (“Contractor”).

RECITALS

This Agreement is made in contemplation of the following facts and circumstances:

- A. The County desires to acquire a new computerized integrated property tax System to provide automated processing of all functions performed by the County relating to the assessment, collection and disbursement of real property and personal property taxes, which functions are currently overseen by the Office of the Assessor/Recorder/County Clerk (“ARCC”), the Property Tax Services Division (“PTSD” of the Department of the Auditor and Controller (“A&C”), the office of the Treasurer/Tax Collector (“TTC”), and, as to the tracking of assessment appeals, the Clerk of the Board of Supervisors (“COB”).
- B. The County, by action of its Board of Supervisors (“BOS”) taken on June 16, 2009, (Minute Order No. 19), authorized the Purchasing and Contracting Director, pursuant to Charter Section 703.10 of the Charter of the County of San Diego, to negotiate and to award a contract for acquisition of a new computerized integrated property tax System (“IPTS”).
- C. Contractor is in the business of and has the technical expertise necessary to perform or have performed all tasks necessary to deliver to County a new computerized IPTS that meets County’s functional requirements.
- D. County desires to engage Contractor, and Contractor desires to accept such engagement, to develop, furnish, and install the IPTS, in accordance with the terms and conditions of this Agreement, and the exhibits attached hereto and documents expressly incorporated herein by reference.

AGREEMENT

NOW, THEREFORE, for valuable consideration County and Contractor agree as follows:

1. DEFINITIONS

Unless otherwise defined herein, capitalized terms used in this Agreement shall have the following definitions.

1.1 A&C shall mean Department of the Auditor and Controller.

1.2 Accept/Acceptance shall mean determination by County Program Manager that a Deliverable (including a Module or the System as a whole as the context requires) or Training, as the case may be, Conforms and otherwise meets the requirements set forth in this Agreement, and shall be evidenced by County Program Manager’s delivery to Contractor of an Acceptance Certificate.

1.3 Acceptance Certificate shall mean a certificate in the form attached hereto as Exhibit 1.3 indicating County’s Acceptance of a Deliverable or the Training, as the case may be.

1.4 Acceptance Test shall mean the acceptance tests developed by Contractor and accepted by County for Automated Deliverables as defined in Article 5.

1.5 Administrator or Operator Trainees shall mean those individuals employed by the Outsourcer who work on the Project under a Work Order issued by the County to the Outsourcer pursuant to which they will receive

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EXHIBIT A – AGREEMENT

Administrator Training from Contractor, and will perform other services in connection with the Project as specifically set forth in this Contract.

- 1.6** Administrator Training shall mean training of County Personnel and the Administrator Trainees to properly and efficiently operate and maintain a particular Module or the System as a whole, as the case may be.
- 1.7** ARCC shall mean Office of the Assessor/Recorder/County Clerk.
- 1.8** Automated Deliverable shall have the meaning set forth in Article 5.
- 1.9** BOS shall mean Board of Supervisors.
- 1.10** Business Day shall mean a day the County Administrative Offices are open for business.
- 1.11** Change shall mean a modification to the Specifications or the Project Plan.
- 1.12** Change Order shall mean a written change order, in the form of Exhibit 1.12, and more particularly described in Article 12.
- 1.13** COB shall mean Clerk of the Board of Supervisors.
- 1.14** Conform(s)/Conforming/Conformance of a Deliverable or Training, as the case may be, shall mean: (a) the timely delivery of the subject Deliverable (including but not limited to a Module or the System as a whole) or performance of the Training (as the case may be) in accordance with the Project Schedule; (b) compliance of the Deliverable or the Training (as the case may be) with the requirements of this Agreement including but not limited to the applicable Specifications, achievement of the Expected Results and the absence of Defects; (c) in the case of a Document Deliverable, the satisfaction of the standards described in Article 4; (d) in the case of an Automated Deliverable, the satisfaction of the standards described in Article 5; and (e) conformance with all generally accepted industry standards applicable to the Deliverable or Training (as the case may be).
- 1.15** Contractor Software shall mean all Software the copyright of which is owned by Contractor, or of which Contractor is licensee with the right to sublicense to County the rights described in Section 10.1.
- 1.16** Contractor Personnel shall mean the personnel of Contractor or of any Subcontractor.
- 1.17** COTS Software shall mean commercially available Software that is licensed directly from a third party to County in its “off the shelf” form.
- 1.18** County Personnel shall mean the elected and appointed officials and employees of County and third party independent contractors engaged by County working on County matters including but not limited to personnel of the Outsourcer.
- 1.19** Custom Software shall mean Software developed by Contractor (or a Subcontractor) in connection with the Project including custom modifications and/or enhancements to COTS Software.
- 1.20** Cut-Over with respect to a particular Module or the System shall mean the point at which that Module or the System, as the case may be, has been Accepted and that Module or the System, as the case may be, has been placed into operation as the County’s System of Record in accordance with Article 9.
- 1.21** Defects shall mean any defect or combination of defects in the System, its Hardware, Software and/or any Deliverable or component of any of the foregoing, including: (a) the System, Hardware, Software or Deliverable or component of the foregoing not being in accordance with the Specifications, the requirements of this Agreement, or

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failing to pass the applicable Acceptance Test; (b) defects which prevent the System, Hardware, Software and/or Deliverable or component of the foregoing, as applicable, from Conforming, or performing in accordance with the Specifications; (c) defects in the System, Hardware, Software and/or Deliverable or component of the foregoing, as applicable, which result from deviations from commonly accepted standards for normal and correct operation of computer programs and/or systems, even if not explicitly mentioned in the Specifications, (d) defects in the System, Hardware, Software and/or Deliverable or component of the foregoing which either prevent the user from using the System, Hardware, Software and/or Deliverable or component of the foregoing as intended, or which result in an unacceptable impact on the user's other activities; (e) defects which do not prevent the user from using the System, Hardware, Software and/or Deliverable or component of the foregoing, but such use is without all required functionality; and, (f) defects where the System, Hardware, Software and/or Deliverable or component of the foregoing (i) abnormally ceases functioning, or (ii) produces incorrect or misleading information, erroneously interprets information given to it or produces similar deviations, except in those instances where erroneous or corrupted data input by the County is the sole cause of such Defects.

1.22 Deliverable shall mean the Document Deliverables and the Automated Deliverables. As the context requires, Deliverable shall include a Module, or the System as a whole.

1.23 Deliverables Chart shall mean the chart attached hereto as Exhibit 1.23 setting forth certain Deliverables and Training, including but not limited to all Deliverables and Training constituting Milestones, and the dates by which such Deliverables and Training must be delivered to and Accepted by County. The Deliverables Chart is incorporated into and shall be deemed a part of the Project Plan.

1.24 Detailed System Design shall mean the Document Deliverable delivered by Contractor to County in accordance with the Project Plan setting forth specifically and in full detail the technical means by which Contractor will deliver to County the System, consistent with the General System Design, but in all events which Conforms to and provides all functionality described in the Functional Specifications.

1.25 Documentation shall mean the written documentation necessary to permit County Personnel to use, Operate and Maintain the System or any Automated Deliverable or Module, together with such documentation as is more particularly described in the Specifications, including training, user and technical support manuals.

1.26 Document Deliverables shall mean all written deliverables other than Software, including Documentation, the Project Plan, and documents described in the Deliverables Chart and the Project Plan to be delivered by Contractor to County hereunder.

1.27 Effective Date shall mean _____, 2010.

1.28 Expected Results shall mean a complete and detailed explanation of the anticipated or predicted results or outcomes of the performance of an Automated Deliverable, after conducting the applicable Acceptance Test.

1.29 Functional Specifications shall mean specifications describing, without limitation, the features, functionality and processing capabilities of the System, and identifying Software and Hardware requirements needed to implement such features, functionality and processing capabilities. The Functional Specifications shall incorporate and be deemed to include the following documents, in the following order of precedence:

- (1) Scope of Work; and,
- (2) General System Design.

To the extent the Scope of Work conflicts with the General System Design, the Scope of Work shall be controlling.

1.30 General System Design shall mean a Document Deliverable delivered by Contractor to County in accordance with the Project Plan setting forth in general terms the technical means by which Contractor will deliver to

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County a System which conforms to and provides all functionality described in the Scope of Work. Without limiting the generality of the foregoing, the General System Design shall include all business rules and pictures of all user screens. Upon Acceptance of the General System Design, the General System Design shall be deemed to be part of the Technical Specifications.

1.31 Hardware shall mean computer hardware and equipment.

1.32 Interface shall mean and/or generally describe the means of exchange of data between any component of the IPTS, on the one hand, and either any other component of the IPTS or any component of a non-IPTS system. For the purposes of this definition, “component shall be construed broadly and shall include, without limitation, any system file, database or application, including, without limitation, the languages and codes by which the systems, files, or databases communicate with each other and/or the associated hardware. Without limiting the generality of the foregoing, Interfaces include both data coming into IPTS from non IPTS systems and components, as well as data going from the IPTS to other non-IPTS components and systems, whether or not such non-IPTS components and systems are County maintained or controlled.

1.33 IPTS shall mean a computerized Integrated Property Tax System.

1.34 “JAMS” shall mean Judicial Arbitration and Mediation Services, Inc.

1.35 Key Employees shall mean those positions and persons identified in Section 13.3.

1.36 Milestone means the Acceptance of any Deliverable or Training which entitles Contractor to a payment, as shown on the Deliverables Chart.

1.37 Minimum Acceptable Service Levels shall mean, unless otherwise specified, the minimum accepted service levels set forth in Appendix C to the SOW attached hereto as Exhibit D.

1.38 Module means a discrete functional module or subsystem comprising a component of the System as a whole which module or subsystem is capable of being accepted by the County and put into operation as its System of Record as part of a phased, modular approach to development of the System as a whole.

1.39 NGIT shall mean Northrop Grumman Information Technology, the contractor serving as the County’s Outsourcer as of the Effective Date, and its subcontractors and agents.

1.40 Operate and Maintain/Operation and Maintenance shall mean the performance of all tasks necessary to properly operate an Accepted Module or the System and to deliver to users all functionality of that Module or the System at all times in accordance with required service levels and as set forth in the Specifications and to provide all routine maintenance and repair of the Module or System throughout the expected life of the Module or System. Without limiting the foregoing, the tasks necessary to operate an Accepted Module or the System shall be deemed to include, without limitation, database administration and application management and administration. As used in this definition, routine maintenance and repair shall mean all work necessary to keep the Module or System performing in accordance with the Specifications, excluding free warranty services performed by Contractor or a third party.

1.41 Operating Environment shall mean all manual and automated systems, equipment and processes employed by the County other than the System, as they are modified from time to time.

1.42 Outsourcer shall mean the contractor providing general information technology outsourcing services to County.

1.43 Program Manager shall mean the senior County official involved in oversight of the Project.

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1.44 Project shall mean the planning, documenting, designing, procuring, developing, delivering, installing, integrating, making operational and supporting of the System and furnishing of the Services, all as is described in the Project Plan, the Specifications and this Agreement.

1.45 Project Plan shall mean the Project Plan, as described in Section 3.2 once Accepted by County in accordance with the provisions of Article 3, as the same may be revised thereafter in accordance with Article 3.

1.46 Project Manager(s) shall mean the individual(s) designated by the respective parties as described in Article 13 who (along with County's Program Manager) will be responsible for administering and coordinating this Agreement including all major decisions related to the Agreement, as well as the day-to-day management of the work to be performed in connection with this Agreement.

1.47 Project Schedule shall mean a schedule setting forth the schedule for performance of all Services and delivery of all Deliverables (including, but not limited to, Modules and the System as a whole), including performance and delivery deadlines and Milestones and identifying critical path items.

1.48 PTSD shall mean Property Tax Services Division of the Auditor and Controller.

1.49 Rejection Statement shall mean a reasonably detailed description of reasons for rejection by County of any Deliverable (including without limitation any Module or the System as a whole) or Training under the applicable acceptance provisions herein, in the form attached hereto as Exhibit 1.49.

1.50 Scope of Work shall mean the Scope of Work prepared by the County, attached as Exhibit D, all exhibits and appendices thereto, and the Requirements Analysis incorporated therein by reference.

1.51 Services shall mean the services performed by Contractor or a Subcontractor for the benefit of County in connection with the Project, including development of the System and Training.

1.52 Software shall mean an ordered series of instructions or statements, in object code and/or source code form, as the case may be, for controlling the operation of a central processing unit to execute a process to be performed on a computer or network System. Software includes the Custom Software, Contractor Software and the COTS Software.

1.53 Specifications shall mean, collectively, the Functional Specifications and the Technical Specifications, as such specifications may be amended from time to time during the term of the Agreement through the Change Order process.

1.54 Subcontract shall mean the agreement between Contractor and a Subcontractor.

1.55 Subcontractor shall mean an independent contractor firm who furnishes goods or services to Contractor pertaining to this Agreement other than standard commercial supplies, office space and printing services.

1.56 Support Services shall have the meaning set forth in Article 16.

1.57 System shall mean the IPTS meeting the Specifications and consisting of all Modules and Deliverables, as such System as a whole is installed, made operational, implemented and integrated at County.

1.58 System of Record shall mean, as the context requires, a Module or the System operated in the "live" environment, using current, real data (not prototype data), production hardware, software, network and interfaces, and no longer depending on legacy systems, or any portion thereof, for any functionality.

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1.59 System Price shall mean the entire, turn-key price for all work furnished hereunder including the System, Services, Training and Support Services, as set forth in Article 15.

1.60 Technical Specifications shall mean the specifications set forth in the General System Design, as clarified, augmented and amended by the Detailed System Design delivered by Contractor and Accepted by County in accordance with the Project Plan. To the extent that the Detailed System Design as Accepted by the County is inconsistent with the General System Design, the Detailed System Design shall govern.

1.61 Training shall mean either or both of the Administrator Training and the User Training, as the context may require.

1.62 Transition Plan shall have the meaning set forth in Section 9.2.

1.63 TTC shall mean Office of the Treasurer/Tax Collector.

1.64 Updates shall have the meaning set forth in Section 16.1.

1.65 Users shall mean County Personnel who will be users of the System.

1.66 User Test shall have the meaning set forth in Section 9.5.2.

1.67 User Training shall mean the training to be provided to Users by the User Training Team as described in Section 13.8.

1.68 User Training Team shall have the meaning set forth in Section 13.8.

1.69 User Training Test Plan shall have the meaning set forth in Section 9.5.2.

2. CONTRACTOR OBLIGATIONS

Without limiting the other obligations of Contractor set forth elsewhere in this Agreement, Contractor shall comply with all of the obligations set forth in this Article 2.

2.1 Delivery of System. Contractor shall plan, design, develop, configure, test, document, procure, integrate, convert, deliver, install, make operational, implement and support the System and provide to County all Deliverables and Services in accordance with the requirements of this Agreement, the Deliverables Chart, the Project Schedule, the Specifications and the Project Plan, as they may be amended from time to time hereunder. Without limiting the generality of the foregoing, Contractor shall itself or through the use of Subcontractors provide all labor, facilities, equipment, accessories, tools and other items and do all work required for the Project where the same are not expressly identified in this Agreement as being provided by County. County shall only be required to provide the labor, facilities, equipment, utilities, telephone service or other support particularly set forth on Exhibit 2.1. County may, but shall have no obligation to, provide additional support to Contractor in connection with the Project. Exhibit 2.1 shall be incorporated into, and shall be deemed to be part of, the Project Plan. Without limiting the generality of the foregoing, if any Service, Hardware or other Deliverable is required to complete the System and the provision of that Service, Hardware or other Deliverable, whether by the County, the Outsourcer or any other person or entity, is not listed on Exhibit 2.1, Contractor acknowledges and warrants that it will provide or cause to be provided the Service, Hardware or other Deliverable for the firm fixed System Price.

2.2 Security and Privacy. As more particularly described in the Specifications, Contractor shall at all times use its best efforts but in no event less than current industry best practices to protect the security and privacy of the System and all County data where “security” is defined as protection of software and data from natural and human-caused hazards, and where “privacy” is defined as protection of software and data from unauthorized access and

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manipulation. Contractor shall also assure integrity of data by establishing and maintaining safeguards against the destruction, loss or unauthorized alteration of County's data. Contractor shall further design the System to prevent, to the greatest extent possible, security and privacy breaches, to address contingencies in the event of an unavoidable security or privacy breach, and to provide recovery and backup operation.

2.3 Disabling Code and Viruses. Contractor shall ensure that all Automated Deliverables provided by it do not contain any virus, Trojan horse, worm, backdoor, shutdown mechanism or similar software, code or program (a "malicious programs") which may have the effect of disabling, denying authorized access to, damaging, corrupting or destroying any County data or any portion of the System or County's other systems, networks, or software. If either County or Contractor becomes aware of the existence of such a malicious program, it shall notify the other Party thereof and Contractor shall promptly remove the malicious program, repair the System and County's data, and repair any other damage done by the malicious program.

2.4 Interfaces. Contractor shall meet the interface requirement and standards set forth in the Specifications, together with the requirements set forth in Article 8. Unless otherwise specified in the Contract, Contractor is responsible for the design, development, testing, and implementation of all Interfaces for data outbound from the IPTS to other systems as well as those Interfaces for data inbound from other systems into the IPTS.

2.5 Data Conversion and System Transition. Contractor shall meet the data conversion and System transition requirements and standards set forth in the Specifications and Articles 7 and 9.

2.6 Training. Contractor shall meet the training requirements set forth in Article 9 and the Specifications and, without limiting the generality of the foregoing, shall provide (i) Administrator Training to the Administrator Trainees sufficient to ensure that the Administrator Trainees, by Cut-Over of a Module or the System, as the case may be, are able to properly and efficiently Operate and Maintain the Module or the System in accordance with all required service levels, without support from Contractor, any third party, or any other County Personnel, and (ii) User Training sufficient to ensure that the Users are properly trained in the use of all relevant functions of the Module or the System.

2.7 Documentation. Contractor shall meet the standards and requirements regarding Documentation set forth in the Specifications.

2.8 Operating Environment. Contractor shall provide the Deliverables and perform Services described in this Agreement such that the Modules and the System, when installed, will properly operate in and interoperate with the Operating Environment, and shall meet the requirements described in the Specifications.

2.9 Support Services. Contractor shall make available to County the Support Services as more specifically set forth in Article 16.

2.10 Delivery and Installation. Contractor shall provide on-site installation of the System, including without limitation, the Hardware and Software, in accordance with all Project Schedule deadlines and other requirements set forth in the Project Plan.

2.11 Access to County or NGIT Facilities. It shall be Contractor's responsibility to plan for, coordinate and obtain necessary permissions to access any County or NGIT facilities in order to perform the Services, and to comply with all relevant notice, security, and safety requirements in connection therewith.

2.12 Compliance with Law. Contractor shall comply with all applicable federal, state and local laws and regulations pertaining to the performance of the Project, including but not limited to those related to employment.

2.13 Performance Bond.

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2.13.1 Concurrently with the execution of this Agreement Contractor shall deliver to County a performance bond satisfactory to the County and shall thereafter continuously maintain such bond (or a replacement bond) in effect for the period commencing on the Effective Date and ending one year following Acceptance of all Training with respect to the System, to ensure performance of Contractor's obligations to County. If any surety upon any bond furnished by Contractor becomes unacceptable to County in its reasonable discretion, or if such surety fails to furnish reports of its financial condition from time to time as requested by the County or if the System Price and any other sums paid and payable by County hereunder increase to such an extent that the sum of such bond becomes inadequate in the opinion of the County, Contractor shall upon County's request promptly furnish such additional security as County may reasonably require to protect County's interests. Contractor's failure to deliver or maintain in effect the performance bond required by this section shall constitute a material breach by Contractor.

2.13.2 The amount of the performance bond shall be equal to the total System Price, or, if Contractor's Deliverable Chart provides for the phased delivery of the System in discrete Modules, the Contractor may obtain and keep in effect a bond in an amount equal to the total price associated with all Modules then under development. For the purposes of section 2.13, (i) the total price associated with a Module shall mean the total of all Milestone payments for any work associated with that Module or a component thereof, plus twenty percent (20%) and (ii) the term "under development" means that any work associated with the performance, procurement, production or delivery of any part of the Services, Deliverables or Training associated with that Module has commenced, including, without limitation, design, development, testing, training, or implementation, and the subject Module and all Training associated with that Module have not yet been Accepted by the County. When a Module is no longer under development, the Module and all Training for the Module have been accepted by the County and the Module has become a "System of Record," the Contractor may reduce the amount of the bond by the total price associated with that Module. In no event shall the amount of the performance bond maintained by Contractor as required by section 2.13 be less than Two Million Dollars (\$2,000,000.00).

3. PROJECT PLAN

3.1 Development of Project Plan. Contractor shall develop a detailed Project Plan setting forth the Services, Deliverables, Milestones and Project Schedule necessary to meet the requirements of the Functional Specifications and to develop and deliver all Deliverables, Modules, the System and the Training.

3.2 Project Plan. Within thirty (30) days following the Effective Date of this Agreement, Contractor, working with the County Project Manager, shall provide to County Program Manager, for County Program Manager's Acceptance as described below, an initial proposed Project Plan. The Project Plan shall be consistent with and shall incorporate the Deliverables Chart and the County provided resources and support requirements set forth on Exhibit 2.1, shall be comprehensive in scope and breadth, and shall address in adequate detail all subject matter content generally described in this Agreement, the Scope of Work and on the Deliverables Chart, and shall include, without limitation, a Gantt chart, task descriptions, a Project Schedule and expected resources of both parties consistent with the terms of this Agreement and shall set forth in reasonable detail the work plan proposed by Contractor to develop, furnish, install, and make operational, itself or through Subcontractors, the System, provide the Training and otherwise perform the Project and deliver the System as required by this Agreement. Without limiting the generality of the foregoing, the Project Plan shall identify interdependencies between and among the components of the System, Services to be performed, the Deliverables and Training, and shall describe in detail the sequencing of work, and all necessary preconditions which must be satisfied before particular Services or Training are performed and/or Deliverables delivered.

3.3 Acceptance of the Project Plan. The Project Plan is a Document Deliverable hereunder, subject to the Acceptance by the County Program Manager pursuant to the provisions of Section 4. Without limiting the generality of the foregoing, County may issue a Rejection Statement if the proposed Project Plan is inconsistent with the Deliverables Chart or the County provided resources and support requirements set forth on Exhibit 2.1.

3.4 Minor Deviations From Project Plan. Contractor may make minor deviations from the Project Plan without obtaining prior written consent of County's Program Manager, or complying with the Change process set forth

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in Article 12. Contractor shall give County's Program Manager prior written notification of any such planned deviation through the delivery of an updated status report (including a revised Project Plan, Gantt chart and Project Schedule) which shows the impact, if any, of such deviations on the remainder of the Project. As used in this Section, "minor deviations" means those adjustments to the tasks or resources required of Contractor or to the date on which Services are to be performed or a Deliverable is scheduled to be delivered and/or Accepted which do not (i) alter or eliminate any Specifications, Deliverables or Training; (ii) change the period of time County is given to review any Deliverable or Training or Contractor is given to correct a Deliverable or Training; (iii) result in Contractor deviating from the deadlines for Milestones (earlier or later); or (iv) require any greater resources from the County than those identified in the Gantt Chart presented with the Project Plan that has been Accepted by the County.

3.5 Changes to Project Plans. Any change in the Project Plan other than those permitted pursuant to Section 3.4 shall be a Change requiring approval pursuant to the process described in Article 12. From and after acceptance of such revised Project Plan through the Change process (Article 12), the revised Project Plan shall supersede the prior approved Project Plan in all respects.

3.6 Monthly Status Report. On the Friday before the second Wednesday of every calendar month during the term hereof, Contractor shall deliver to County Project Manager and County Program Manager a monthly status report in form and content reasonably satisfactory to County and in both printed (hard) and computer (soft) media in such quantities as County may direct (not to exceed sixteen (16) copies in each medium) which describes the progress of the Project, including, (i) an updated Project Plan reflecting any changes to the Project Plan, (ii) a report updating the status of each Deliverable under development and Services being performed, (iii) a detailed description of the tasks and schedules as required to implement the System for the interim period until the next monthly status report, including the level of compliance with the Project Schedule, (iv) a listing of the resources County is required to provide, in accordance with the Project Plan, during the subsequent calendar month, (v) a general updated description of the tasks and schedules therefore required to implement the System for the remainder of the term, (vi) specific identification of all new tasks commenced by Contractor, all ongoing tasks, and identifying any tasks which are overdue or behind schedule, and (vi) such other information as is customarily included in monthly status reports prepared by Contractor, or which is reasonably requested by County. At County's request, Contractor shall present the monthly status report at a meeting at which County Project Manager and other County Personnel and County contractors as selected by County are present, and attended by Contractor Project Manager and, at the County's request, knowledgeable representatives of the Contractor and Subcontractors shall be available in order to permit County Program Manager, County Project Manager and other County invitees to ask questions with respect to any matter relating to the Project, whether or not addressed in the monthly status report.

4. ACCEPTANCE OF DOCUMENT DELIVERABLES

The procedures applicable to the Acceptance or rejection of Document Deliverables are described in this Article 4.

4.1 Conformance of Document Deliverable. The County Program Manager shall have the right to reject any Document Deliverable if such Document Deliverable (i) fails to meet the description thereof in the Project Plan (or, if the Project Plan is the Document Deliverable, if the Project Plan fails to meet the requirements of Section 3.2), (ii) fails to describe a process which will result in the timely delivery of any Deliverable, Services, Module or the System, (iii) assumes County staffing and support in excess of those contemplated in the approved Gantt Chart, (iv) does not meet Specifications, or (v) otherwise does not Conform. In addition to the foregoing, the County Program Manager shall have the right to reject the Detailed System Design if it is not consistent with the General System Design as Accepted by County.

4.2 Copies of Document Deliverables. Contractor shall deliver to County both printed (hard) and computer (soft) media copies of each Document Deliverable in such quantities as County may direct (not to exceed sixteen (16)) copies in each medium).

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4.3 Summary of Format and Contents. At County Project Manager's request, Contractor shall deliver to County a summary of the proposed format and contents of a Document Deliverable no later than twenty (20) Business Days prior to the scheduled delivery date for such Document Deliverable. If the County Project Manager notifies Contractor of changes or additions in the proposed format or content the County desires be made, Contractor shall use reasonable efforts to implement such changes prior to delivery of the Document Deliverable. Notwithstanding the foregoing, review (or lack of review) of any such summary of the proposed format and contents of a Document Deliverable, and any changes made (or not made) to the Document Deliverable as a result of any such review, shall not affect or alter in any way the procedures for acceptance of such Document Deliverable.

4.4 Acceptance of Document Deliverable.

4.4.1 Unless otherwise specified in the Project Plan, for each Document Deliverable other than the Project Plan, the General System Design and the Detailed System Design, County Program Manager shall have fifteen (15) Business Days from the date on which Contractor delivers the Document Deliverable to review the Document Deliverable and provide Contractor with either an Acceptance Certificate or a Rejection Statement. If the Project Plan, General System Design, or Detailed System Design is the Document Deliverable, the County Program Manager shall have twenty (20) Business days from the date the Contractor delivers said Document Deliverable to provide the Contractor with either an Acceptance Certificate or a Rejection Statement.

4.4.2 If the County Program Manager provides Contractor with a Rejection Statement, Contractor will correct any nonconformance and redeliver the corrected Document Deliverable to County Program Manager within five (5) Business Days of delivery of the Rejection Statement (unless, with respect to a Document Deliverable other than the Project Plan, another period of time is expressly stated in the Project Plan), using reasonable efforts to redeliver sooner if feasible. County Program Manager shall, within ten (10) Business Days of such redelivery (unless, with respect to a Document Deliverable other than the Project Plan, another period of time is expressly stated in the Project Plan), provide Contractor with a written Acceptance Certificate or Rejection Statement.

4.4.3 Should County Program Manager deliver a Rejection Statement after the second delivery, the Project Managers shall meet and implement the process described in Article 6.

5. TESTING AND ACCEPTANCE OF AUTOMATED DELIVERABLES

The procedures applicable to quality assurance, testing and Acceptance or rejection of Deliverables which include Hardware and/or Software ("Automated Deliverables"), including individual Modules and the System as a whole, are described in this Article 5.

5.1 Quality Assurance and Testing Obligations; Release Committee. Contractor shall comply with all requirements of this Agreement, the Project Plan and Specifications relating to quality assurance and testing of Automated Deliverables, including delivery of all Deliverables related thereto as specified in the Project Plan and Specifications. Without limiting the generality of the foregoing, prior to conducting any Acceptance Test for an Automated Deliverable, Contractor shall have delivered all Deliverables and conducted all tests that are required to be delivered or conducted prior to conducting such Acceptance Test (such as delivering any applicable beta test plan and conducting any applicable beta test). In conducting its quality assurance and testing activities, Contractor shall cooperate with County's release management process and release committee. Notwithstanding the foregoing, or anything to the contrary contained in this Agreement or the exhibits attached hereto or documents expressly incorporated herein by reference, no release committee shall have the authority to Accept any Deliverable, approve any Change Order, modify or amend this Agreement, the Specifications or the Project Plan, or otherwise bind the County.

5.2 Development and Acceptance of Acceptance Tests.

5.2.1 Development of Acceptance Tests. Contractor shall develop and deliver to County by the dates set forth in the Project Plan Acceptance Tests by which the County may, with Contractor's assistance,

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accurately determine whether each Automated Deliverable Conforms. Each such Acceptance Test shall set forth in adequate detail the Expected Results thereof. In addition, the County at its option may define certain criteria that it wishes to have included in the Acceptance Test for a specific Automated Deliverable. If County delivers such criteria to Contractor no less than sixty (60) days prior to the date the specific Automated Deliverable is to undergo Acceptance Testing, said criteria shall be included in the Acceptance Test for that Automated Deliverable.

5.2.2 Acceptance of Acceptance Tests. Unless otherwise specified in the Project Plan, County shall have fifteen (15) Business Days from the date on which Contractor delivers an Acceptance Test, to deliver to Contractor an Acceptance Certificate or Rejection Statement specifying the manner in which the proposed Acceptance Test fails to adequately test the Automated Deliverable to determine whether the Automated Deliverable meets the Specifications, Conforms and otherwise complies with the requirements of this Agreement. If the County Program Manager provides Contractor with a Rejection Statement, Contractor will correct any such deficiencies and redeliver the proposed Acceptance Test within fifteen (15) Business Days of delivery of the Rejection Statement, unless otherwise stated in the Project Plan. Unless otherwise stated in the Deliverables Chart or, if applicable, the Project Plan, County Program Manager shall, within fifteen (15) Business Days of any redelivery pursuant to this Section 5.2.2, provide Contractor with an Acceptance Certificate or a Rejection Statement. Should County Program Manager notify Contractor that the resubmitted proposed Acceptance Test still does not meet the requirements of County, the Project Managers shall meet and implement the process described in Article 6.

5.3 Conformance of Automated Deliverable. The County Program Manager shall have the right to reject any Automated Deliverable if such Automated Deliverable (i) fails to meet the description thereof in the Project Plan, (ii) fails to pass its Acceptance Test, (iii) does not meet the Specifications, or (iv) otherwise does not Conform.

5.4 Copies of Software. If the Automated Deliverable includes any Software, Contractor shall deliver to County copies of the Software (other than any COTS Software), including both object code and source code for the Software, in such numbers and in such media as may be required by the Specifications, or if not stated in the Specifications, as may be reasonably requested by County. In the case of COTS Software, Contractor shall deliver to County copies of the Software in such number and form as the license terms applicable to such COTS Software permit.

5.5 Acceptance of Automated Deliverable. Contractor shall be deemed to have delivered an Automated Deliverable when the Hardware (if any) and required copies of the Software (if any) and all Documentation associated with that Automated Deliverable have been delivered to County, and Contractor shall have notified County Program Manager in writing in the manner required by Section 23.8 that the Automated Deliverable is installed, operational and ready for its Acceptance Test. Within the time periods specified in the Project Plan, which shall in all events be no shorter than fifteen (15) Business Days, the County shall conduct the applicable evaluation and Acceptance Test for the Automated Deliverable to determine whether the Automated Deliverable Conforms to such evaluation and Acceptance Test. Contractor at its expense shall provide reasonable assistance as requested by County in conducting such evaluations and Acceptance Tests. If the Automated Deliverable Conforms, County shall deliver an Acceptance Certificate to Contractor's Program Manager. If the Automated Deliverable fails to Conform, County shall deliver to Contractor a Rejection Statement. The Acceptance Certificate or Rejection Statement shall be delivered within fifteen (15) Business Days following completion of the Acceptance Test, unless a different period is specified in the Project Plan. If in conducting Acceptance Testing of any particular Automated Deliverable or in otherwise evaluating whether an Automated Deliverable Conforms County is not able to test all functions or evaluate all aspects required for such Automated Deliverable and, therefore, is not able to test compliance with the Specifications, confirm Conformance or otherwise evaluate all aspects of the Automated Deliverable, then County may reject the Automated Deliverable, and/or may test the other functionality of the particular Automated Deliverable or evaluate remaining aspects of the Automated Deliverable, or otherwise conduct regression testing. Without limiting the generality of the preceding sentence, County may conduct an Acceptance Test or otherwise evaluate the applicable Automated Deliverable for the purpose of determining the impact of the rejection of such Automated Deliverable, including without limitation interdependencies of such Automated Deliverable with other components of the System for the purpose of determining the impact of the non-conformity of such Automated Deliverable on the Project.

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5.6 Correction of Rejected Automated Deliverable. If County delivers a Rejection Statement to Contractor, Contractor will correct any nonconformance and resubmit the Automated Deliverable to County within ten (10) Business Days of receipt of the Rejection Statement from the County, unless otherwise stated in the Project Plan. Unless otherwise stated in the Project Plan, County shall have ten (10) Business Days after delivery of the resubmitted Automated Deliverable to County to determine whether such Automated Deliverable passes the Acceptance Test and otherwise Conforms. Depending upon the complexity inherent in the Automated Deliverable, the County and the Contractor may mutually agree on correction, resubmission, and acceptance timeframes other than those described above. To be effective these new time frames must be agreed-to in writing and signed by both the County and Contractor's Project Managers.

5.7 Extension of Periods. Notwithstanding any provision in this Agreement or the Project Plan to the contrary, County may, as County deems necessary, and upon notice to Contractor, (i) require Contractor to delay the installation of any item of Hardware or Software for up to ten (10) Business Days, and/or (ii) extend periods specified herein or in the Project Plan for evaluation, acceptance testing, and delivery of a Certificate of Acceptance or Rejection Statement for any Automated Deliverable for one (1) additional period of equal duration to the initial period to complete County's evaluation and deliver the applicable Acceptance Certificate or Rejection Statement.

5.8 Deficiency Procedures and Remedies. Should County Program Manager deliver a Rejection Statement after Contractor resubmits the Automated Deliverable, the Project Managers shall meet and implement the process described in Article 6.

6. DEFICIENCY PROCEDURES

If, after evaluation, review and (if applicable) conducting the applicable Acceptance Test of a resubmitted Deliverable under the procedures applicable to such Deliverable, County Program Manager delivers to Contractor a Rejection Statement with respect to the resubmitted Deliverable, then:

6.1 Meeting. The Project Managers shall meet and attempt to mutually agree upon a course of action with respect to the subject resubmitted Deliverable within five (5) Business Days of County Program Manager's delivery of the Rejection Statement. Such course of action may include without limitation: (i) allowing Contractor a further opportunity to correct the Deliverable within a mutually agreeable time in which case the Deliverable shall be resubmitted within the agreed period and reevaluated and retested pursuant to the procedures set forth in this Agreement as if said corrected Deliverable were being resubmitted after delivery of the first Rejection Statement; (ii) to revise the Specifications in a mutually agreeable manner with respect to the particular nonconformance; (iii) if approved by County Program Manager and County Director of Purchasing and Contracting, to reduce the System Price by an agreed amount; (iv) require the delivery by Contractor to County of all work in progress with respect to the Deliverable including but not limited to source code for Contractor Software and Custom Software and other documentation related to the Deliverable developed to date, for the purpose of permitting County and/or its Contractors to complete the Deliverable and charge Contractor for the costs incurred in connection therewith in excess of the amounts otherwise payable to Contractor hereunder; (v) if the rejected Deliverable consists of Hardware, to require Contractor to deliver replacement Hardware at no cost to County; (vi) to require Contractor to commit additional resources sufficient to permit prompt correction of the Deliverable; (vii) to defer payment for the particular Deliverable (and any interdependent Deliverables) until Accepted; or (viii) such other remedies or courses of action as the Project Managers shall agree upon.

6.2 Failure to Agree. If the parties are unable to mutually agree on an acceptable course of action with respect to the rejected Deliverable within the five (5) Business Day period set forth in Section 6.1, without limiting County's other rights and remedies, County may elect to terminate the development of the rejected Deliverable, return such Deliverable to Contractor, and withhold all payment of the System Price attributable to the particular Deliverable. In addition, the failure by Contractor to deliver an acceptable Deliverable shall provide a basis for County to declare the occurrence of an event of default of this Agreement and institute the Dispute Resolution Procedures described in

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Article 20. For the avoidance of doubt, and without limiting the generality of section 20.1.1, Contractor may not suspend its performance on any portion of the Project absent specific written instruction from the County to do so.

6.3 Interdependencies. To the extent a rejected Deliverable has interdependencies with the rest of the System, Contractor shall propose corresponding changes to the Specifications for the rest of the System affected by such rejected Deliverable using the Change control process described in Article 12. For the avoidance of doubt, County shall not be required to pay any portion of the costs of preparing any Change Order Request or Change Order required to be proposed pursuant to this Section 6.3, and shall not be required to accept any such Change Order Request or Change Order.

6.4 Subsequent Deliverables. If any subsequent Deliverable is to be based on a Deliverable under review by County Program Manager or which is the subject of the deficiency procedures under this Article 6 or the dispute resolution procedures under Article 20, Contractor shall nevertheless proceed with the work on the subsequent Deliverable while the Deliverable under review is being evaluated and/or tested by County unless and until County Program Manager instructs Contractor, in writing, to suspend work on the relevant subsequent Deliverable(s). If Contractor proceeds with its work notwithstanding the instruction of County Program Manager to suspend work, then Contractor is fully liable for any subsequent rework that may be required as a result of an eventual finding that the Deliverable under review was properly rejected by County.

6.5 Payment. The payment by County to Contractor of any fee or Milestone payment, as applicable, shall be payable by County to Contractor after County's issuance of the Acceptance Certificate for the subject Deliverable or Training (both Administrator Training and User Training) and upon Contractor's subsequent issuance of an Invoice in accordance with Article 15.

6.6 Inspection of Services and Work in Progress. County may from time to time inspect Contractor's Services and work in progress including but not limited to all materials, supplies and equipment utilized in the performance of this Agreement by Contractor and by any Subcontractor. This inspection may also include, without limitation, an inspection of documented code and coding standards, databases, and system architecture. County may also use an independent contractor to audit the Project or any portion thereof and to provide Independent Verification and Validation (IV&V) of Contractor's work. Contractor shall provide full cooperation with any and all said inspections.

6.7 Deemed Acceptance of Deliverables. Acceptance of a particular Deliverable, including without limitation, any Module or the System as a whole, or any particular Training, as the case may be, shall be deemed made by County Program Manager if County has not delivered to Contractor a Rejection Statement for such Deliverable or Training prior to the expiration of the applicable period for County review and Acceptance or rejection thereof, unless such failure to deliver a Rejection Statement is due to an act or omission of Contractor, or any cause beyond the reasonable control of County.

7. DATA CONVERSION

7.1 Data Conversion and Migration Plan. Contractor shall provide to County as a Document Deliverable a detailed plan for database conversion and migration procedures necessary to transfer all data residing in the County legacy systems to the System (the "Data Conversion and Migration Plan"). This Plan shall be provided as a component of the Detailed System Design Document Deliverable.

7.2 Data Validation Plan. Contractor shall provide to County as a Document Deliverable a detailed plan for validation of database conversion and migration procedures necessary to transfer all data residing in the County legacy systems to the System (the "Data Conversion Validation Plan") as a component of Detailed System Design.

7.3 Data Conversion and Migration Implementation. Contractor shall implement the data conversion from the County legacy systems (legacy systems include, but are not limited to, applications and/or files residing on the mainframe,

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AS400, other server hardware, and in Access databases) to the System in accordance with the applicable Specifications and the Data Conversion and Migration Plan. The Contractor shall present the results from data validation activities to the County for its review in connection with its acceptance or rejection of the completed data conversion and migration.

8. INTERFACES AND INTEGRATION

8.1 Interfaces: General. Contractor shall meet the Interface requirements and standards set forth in the Specifications, including but not limited to external System Interface requirements, together with the requirements set forth in this Article 8. The Contractor shall be responsible for the design, development, testing, and implementation of all Interfaces for data passed between components of the System, and for data coming to and going from the System. The County shall have no obligation to modify any system that interfaces with the System, or to cause any third party contractor or vendor who licenses or maintains any system that interfaces with the System to modify that system so that it properly interfaces and interoperates with the System. All such obligations shall be exclusively borne by Contractor. Without limiting the generality of the foregoing, any work required for data modification and/or transformation, or that otherwise may be necessary in order for the System to exchange data with any of these other systems, including but not limited to any modifications to such other systems, shall be performed by the Contractor and is included in the System Price. Contractor shall obtain any necessary licenses or permissions necessary to perform its system integration and Interface development work.

8.2 Among Automated Deliverables. Contractor shall be responsible for the integrity of the Interfaces between and among all Automated Deliverables.

8.3 System to External Systems. Contractor shall be responsible for the integrity of the Interface for data leaving the System to external interfacing systems (i.e. any automated System which is not an Automated Deliverable), all as is more particularly described in the Specifications. For data entering the System from external interfacing systems, County shall be responsible to notify Contractor of the location of the external data and the format in which such data is delivered, to the extent and in accordance with the time periods more particularly described in the Project Plan, and Contractor is responsible for retrieving the external System data and reformatting it as may be necessary, as described in the Specifications. Except as otherwise expressly provided herein, Contractor shall be responsible for the integrity of the Interface between the System and all other internal and external systems. For data leaving the System, unless otherwise agreed to in advance by the external entity receiving the data, the System must provide those external systems with data in the format in which it is currently provided, including but not limited to data format and the transfer protocol.

8.4 Interface Maintenance. Contractor shall be responsible for preparing and maintaining all Interface documentation during the term of this Agreement as may be required to permit County Personnel to assume and continue Maintenance and Operation thereof after the termination of this Agreement. The Interface documentation shall be prepared in accordance with generally accepted Industry Standards. During the term of this Agreement, Contractor shall diagnose and document all Interface or issues that arise. The record of Interface issues shall consist, at a minimum, of a list of the issues, to whom each issue was assigned for resolution, and how the issue was resolved. Contractor shall correct any Interface issues attributable to deviation from the requirements of this Agreement or the Specifications including Interface Specifications approved as part of and included in the Detailed System Design. Any changes in the configuration and definition of Interfaces set forth in the Accepted Detailed System Design shall be a Change, requiring approval pursuant to the process set forth in Article 12.

9. SYSTEM TRANSITION; TRAINING

Contractor shall provide for the transition from use of the existing legacy System to use of each Module and the System as a whole in accordance with this Section.

9.1 System Transition. Contractor shall design, plan and implement transition and Cut-Over for each Module and the System as a whole, in accordance with the Transition Plan.

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9.2 Transition Plan. Contractor shall prepare and deliver in writing a detailed System transition plan (“Transition Plan”) meeting the requirements of the Specifications for County’s review and approval on or before the applicable date specified in the Project Plan. Such Transition Plan shall be a Document Deliverable hereunder. The Transition Plan shall assure a smooth and seamless transition of all functions performed by legacy systems to the Module or System, as the case may be, at Cut-Over, with no disruption to the workflow of the ARCC, A&C, TTC, COB, or other County departments which would negatively impact service to the public. Without limiting the generality of the foregoing, the Transition Plan shall describe in detail the manner in which Operation and Maintenance of each Module and the System will be transitioned from Contractor to County, shall include detailed help desk scripts and procedures, and shall ensure that (i) County Personnel and the Administrator Trainees are trained and sufficiently knowledgeable to take over the Operation and Maintenance of each Module and the System; and (ii) the Users are properly trained to use the System. Without limiting the generality of the foregoing, it is the intention of the parties, and Contractor’s Subcontract pursuant to which the Administrator Trainees work on the Project shall provide for the express benefit of County, that following Acceptance of Administrator Training for the System as a whole, the Administrator Trainees shall cease performing services under that Subcontract and shall commence performing services for the County including Operation and Maintenance of the System, pursuant to the terms of the existing outsourcing contract between County and its Outsourcer. Contractor agrees that it shall not hire or solicit for hire during the term of this Agreement, and for one (1) year following Acceptance of the Administrator Training for the System, any County Personnel.

9.3 Training. Contractor agrees to provide County with the Training required by this Agreement and the Transition Plan, including the Administrator Training and User Training.

9.4 Cut-Over.

9.4.1 Cut-Over Readiness. At such time as all Deliverables required by the Project Plan to be delivered prior to Cut-Over of a particular Module or the System as a whole shall have been delivered and accepted by the County, and Contractor determines that the Module or the System as a whole is installed and operational, that all applicable data conversion is complete, with its accuracy validated by the County, and that necessary Training is complete, then Contractor shall provide County with written notice that the Module or System as a whole, as the case may be, is ready for Cut-Over. Cut-Over shall thereafter occur as and when County shall, in its reasonable discretion, deem appropriate. County shall provide Contractor with advance written notice of the date of Cut-Over.

9.4.2 Cut-Over Assistance. Contractor shall perform all tasks allocated to Contractor in the Transition Plan, and shall otherwise provide sufficient assistance to County in connection with the Cut-Over to assure a smooth and seamless transition.

9.5 Evaluation and Acceptance of Training. The procedures for evaluation and Acceptance or rejection of Training are set forth in this Section 9.5. Training for a particular Module or the System as a whole, as the case may be, shall be subject to evaluation and Acceptance or rejection separately from, and following the Acceptance of, that particular Module or the System.

9.5.1 Acceptance or Rejection of Administrator Training. For ninety (90) days following Cut-Over of a Module, or one hundred eighty (180) days following Cut-Over of the System, the Administrator Trainees shall operate and maintain that module or the System in accordance with required service levels. If at the conclusion of that period of time County in its reasonable discretion has determined that the Administrator Trainees are capable of properly and efficiently operating and maintaining that Module or the System, as the case may be, without the support of Contractor, third party contractors or other County Personnel, then County’s Program Manager shall, on or before ten (10) Business Days following expiration of that period deliver an Acceptance Certificate for that Administrator Training. If County, in its reasonable discretion has determined that the Administrator Trainees are not capable of properly and efficiently Operating and Maintaining that Module or the System, as the case may be, without the support of Contractor, third party contractors or other County Personnel, then County’s Program Manager shall deliver to Contractor a Rejection Statement stating the basis for County Project Manager’s determination that the Administrator

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Trainees are not capable of properly and efficiently Operating and Maintaining the Module or the System, as the case may be, without the support of Contractor, third party contractors, or other County Personnel.

9.5.2 Acceptance or Rejection of User Training. Prior to conducting any User Training Contractor shall deliver to County for review and approval a plan (“User Training Test Plan”) setting forth criteria pursuant to which County may ascertain whether the Users have received proper training regarding the use of any given Module or the System. The User Training Test Plan shall be a Document Deliverable. The User Training Test Plan must include, at a minimum, a test (“User Test”) satisfactory to County in its reasonable discretion capable of determining whether each tested User understands how to properly operate all functions of the Module or System which relate to that User’s job. Contractor may not proceed to conduct any User Training until the User Training Test Plan has been accepted by the County. Once User Training has been completed, Contractor shall notify County, and County shall administer the User Test and otherwise determine if the User Training meets the criteria set forth in the User Training Test Plan. County shall deliver to Contractor an Acceptance Certificate or a Rejection Statement for the subject User Training within ten (10) business days after conducting the User Test. Any such Rejection Statement shall state the basis for County’s rejection of the User Training.

9.5.3 Procedure Following Rejection. If the County Program Manager provides Contractor with a Rejection Statement for either the Administrator Training or the User Training, Contractor will within ten (10) Business Days after delivery of the Rejection Statement deliver to County Program Manager a plan for furnishing additional Administrator Training necessary to address any deficiencies in the Administrator Training and/or the User Training so as to ensure that the Administrator Trainees can properly and efficiently Operate and Maintain the Module or the System, as the case may be, and the Users meet the Acceptance criteria described in Section 9.5.2. Promptly thereafter, Contractor shall provide such additional Training and/or User Training at no cost to County. At the conclusion of the additional Training, County shall again evaluate the Training and shall either Accept the Training or reject the Training in accordance with the procedures of Section 9.5.1 or 9.5.2, whichever is applicable, except that the evaluation period for the Administrator Training shall be thirty (30) days following completion of the additional Administrator Training with respect to a Module, and sixty (60) days following completion of the additional Administrator Training with respect to the System as a whole. If the Administrator Training and/or User Training is again rejected, the parties shall again follow the procedures of this Section 9.5.3, unless County, in its discretion, declares an event of default.

10. RIGHTS IN SOFTWARE AND OTHER WORK PRODUCT

10.1 License to Custom Software and Contractor Software. Contractor hereby grants to County and County Personnel an irrevocable, perpetual, non-exclusive, royalty-free, right and license to (i) use, copy, modify and create derivative works of the Custom Software and Contractor Software (in all forms including but not limited to source code, object code and executable forms) and Documentation developed by Contractor or any Subcontractor, in performing or supporting County’s internal business activities; (ii) permit County-authorized individuals, groups, agencies and organizations to access and interact with the Contractor Software and Custom Software through the System’s internal and external Interfaces, including without limitation, delivering data to and extracting data from the System; and (iii) demonstrate and perform the Contractor Software and Custom Software for the public, including County’s constituents and other governmental entities. Such license grant shall become effective with respect to the Contractor Software upon the earlier to occur of (i) County’s payment for such Contractor Software, or (ii) County’s Acceptance of such Contractor Software. Such license grant shall become effective with respect to the Custom Software at the moment such Custom Software, or any portion thereof, is created. Contractor represents and warrants the license to the Custom Software and the Contractor Software being granted to County hereby is sufficient to permit County to use and enjoy the System in the manner contemplated by this Agreement and the Specifications, and is not subject to any lien or other encumbrance in favor of Contractor or any other party. Contractor represents and warrants that from and after the effective date of any license grant under this Section 10.1 Contractor either owns all right, title and interest in and to said Contractor Software and Custom Software, including all copyrights, moral rights and other intellectual property rights, or Contractor has received a license thereto permitting Contractor to sublicense the Contractor Software and Custom Software to County in accordance with the requirements of this Section 10.1. At the

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time Contractor delivers any Contractor Software or Custom Software to County, Contractor shall inform County in writing as to the exact nature and extent of Contractor's rights and interests in and to the same and shall, if requested by County, deliver evidence reasonably satisfactory to County of Contractor's having acquired such rights and interests. Contractor waives any materialmen's lien or other statutory lien arising under law in any Software, Documentation or Deliverable. Without limiting the generality of Article 18, Contractor agrees that Contractor will not use any component of the Custom Software or Documentation licensed hereunder which contains confidential or proprietary information of County in delivering any goods or services to any other party.

10.2 COTS Software License. County's rights to use and otherwise license the COTS Software shall be as set forth in the license agreement of the licensor of such COTS Software. Contractor shall deliver a complete and accurate copy of the license agreement that would govern the County's use of any COTS Software that Contractor proposes comprise any part of the System at the time and Contractor delivers, and as an annex to, the Detailed System Design for County's review. Contractor represents and warrants that the rights granted to County pursuant to any license to any COTS Software comprising any portion of the System shall be sufficient to permit County to use and enjoy that COTS Software and the System in the manner contemplated by this Agreement and the Specifications, and shall be effective upon the earlier to occur of (i) payment for the COTS Software or (ii) Acceptance of the COTS Software by the County.

10.3 Source Code Availability.

10.3.1 Delivery of Source Code for Custom Software and Contractor Software. Contractor shall deliver to County the developed-to-date source code for any Custom Software or Contractor Software comprising a portion of any Deliverable from time to time as follows: (i) As and when Contractor shall deliver to County any Deliverable (or portion thereof) containing Custom Software or Contractor Software; and, (ii) within three (3) days following request by the County, but no less frequently than once every two months during the term of this Agreement.

10.3.2 Escrow of Source Code. In addition to delivering source code to County pursuant to Section 10.3.1 above, and without limiting in any way County's rights to use and possess the source code in the manner provided by this Agreement, County may at any time require Contractor to deposit source code for any Custom Software and Contractor Software not yet delivered to County into a source code escrow in accordance with this Section 10.3.2. The escrow holder shall be any reputable escrow company selected by County, and the parties shall execute an Escrow Agreement containing commercially reasonable terms and conditions including the provisions set forth on Exhibit 10.3.2 attached hereto, and among other things, providing for receipt of and use by County of the deposited source code in the event a determination is made by any court having jurisdiction that the County is entitled to receive and use the source code, including but not limited to pursuant to any provision of this Agreement that requires work-in-progress to be delivered to the County. Contractor shall bear all costs associated with the establishment and maintenance of any such source code escrow. All rights and licenses granted under or pursuant to this Agreement by Contractor to County are, and shall otherwise be deemed to be, for purposes of Section 365(n) of the Bankruptcy Code, licenses of rights to "intellectual property" as defined under Section 101(56) of the Bankruptcy Code. The parties agree that County, as a licensee of such rights under this Agreement, shall retain and may fully exercise all of its rights and elections under the Bankruptcy Code. The parties further agree that, in the event of the commencement of a bankruptcy proceeding by or against Contractor under the Bankruptcy code, County shall be entitled to a complete duplicate of (or complete access to, as appropriate) any such intellectual property and all embodiments of such intellectual property, and Contractor or the source code escrow holder shall deliver the same to County, whether or not one or more copies thereof are already in County's possession, (i) upon any such commencement of a bankruptcy proceeding upon written request therefore by County, unless Contractor elects to continue to perform all of its obligations under this Agreement, or (ii) if not delivered under (i) above, upon the rejection of this Agreement by or on behalf of Contractor upon written request therefore by County.

10.4 Financing. Contractor acknowledges that County may finance the System Price (or portion thereof) and in connection therewith may be required to transfer title to the Hardware and/or transfer title or beneficial rights to

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the Software or otherwise to the entity financing the System Price. Contractor expressly consents to such financing and to such assignment of rights and delegation of duties to such third party as shall be required.

11. WARRANTIES

11.1 Hardware and COTS Software. At the time Contractor delivers the Detailed System Design to County, Contractor shall furnish to County complete and accurate copies of all manufacturer warranties for each item of Hardware and COTS Software or third-party licensed Software to be delivered by Contractor to County hereunder, together with a complete and accurate copy of the license agreement for such COTS Software or other third party Software. Effective as of the date of Acceptance of any Deliverable incorporating COTS or third-party licensed Software, Contractor assigns to County, and agrees, during the term of the manufacturer's warranties for such Hardware, COTS Software and third party Software, as applicable, to assist County in asserting the manufacturer warranties for such Hardware, COTS Software and/or third party Software delivered by Contractor to County hereunder.

11.2 Custom Software and Contractor Software. Contractor warrants and represents that the Custom Software and Contractor Software will perform in accordance with the requirements of this Agreement and the Specifications from the date of Acceptance thereof until the expiration of [**two (2)**] years from the date all Training with respect to the System is Accepted by County.

11.3 Modules and System. Contractor warrants and represents that each of the Modules and the System shall perform in accordance with the requirements of this Agreement and the Specifications, including but not limited to compliance with the County Information Technology Standards set forth in Appendix B to the Scope of Work attached hereto as Exhibit D and the Minimum Acceptable Service levels set forth in Appendix C to the Scope of Work, from the date of Acceptance thereof through the expiration of two (2) years from the date all Training with respect to the System is Accepted by County. Without limiting the generality of the foregoing and in addition to the foregoing, Contractor warrants the following:

11.3.1 Capacity of System. Contractor warrants and represents that the capacity of each Module and the System will be such that it will satisfy one hundred percent (100%) of the capacity demands of County, in accordance with the Specifications, from the date of Acceptance thereof through the expiration of [**seven (7)**] years from the date all Training with respect to the System is Accepted by County.

11.3.2 System Security. From the date of Acceptance of any Module or the System through the expiration of two (2) years from the date all Training with respect to the System is Accepted by County, Contractor warrants and represents that security shall be in place to prevent unauthorized access and all elements of Module and System security will perform in accordance with the Specifications.

11.4 Training. From the date of Acceptance of any Training through the expiration of [**one(1)**] year following Acceptance of all Training with respect to the System, Contractor warrants and represents that the Administrator Trainees will be adequately Trained to be able to properly and efficiently Operate and Maintain each Module and the System without support from Contractor, any third party, or any other County Personnel.

11.5 Compliance with Laws, Regulations and Policies. Contractor warrants and represents that it shall at all times in the performance of its obligations hereunder comply with all then applicable laws and regulations, as well as any and all then applicable County standards, policies and regulations including all information technology policies applicable to County's Outsourcer.

11.6 Performance and Price. Contractor warrants and represents that it is capable in all respects of providing and shall provide all Services, Hardware, and Deliverables in accordance with the requirements of this Agreement. Contractor further warrants and represents that: (i) all Services, Hardware and Deliverables provided under this Agreement shall be provided in a timely, professional and workmanlike manner consistent with the highest standards of

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quality and integrity and shall meet the performance standards required under this Agreement; and, (ii) no amendment to this Agreement or additional cost or expense payable by County shall be necessary in order for Contractor to be able to provide all Services, Hardware and Deliverables in accordance with the requirements of this Agreement.

11.7 Exclusions.

Contractor shall not be liable for breach of warranty under this Article 11:

11.7.1 to the extent that any modification to an Automated Deliverable made by County, after the date of Cut-Over for the System, was the direct cause of the Defect; and/or

11.7.2 where the Defect is solely and directly attributable to County's misuse of an Automated Deliverable.

UNLESS OTHERWISE EXPRESSLY PROVIDED IN THIS AGREEMENT, THE WARRANTIES SET FORTH IN THIS AGREEMENT REPLACE ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, AT LAW OR IN EQUITY, INCLUDING BUT NOT LIMITED TO WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

11.8 Remedies for Breach of Warranty. Contractor shall, at no cost to County, remedy all Defects and failures of any Deliverable or Services to conform to a warranty so that the System, Modules, Training, Services and Deliverables and all components thereof conform to and meet all requirements of the Specifications, and otherwise conform with the warranty. County shall make a claim for breach of warranty by providing written notice thereof to Contractor during the applicable warranty period. If a claim for breach of warranty is made prior to expiration of the applicable warranty period, Contractor shall complete the remedy of the Defect or failure even if the work required to complete the remedy extends beyond the expiration of the applicable warranty period. In addition to its other warranty obligations, Contractor agrees to provide at Contractor's expense support (including telephone and on-site support) in the event of any warranty nonconformance until the nonconformance has been remedied. Contractor will be responsible for diagnosing the cause of the warranty nonconformance and either correcting such nonconformance itself or, in the case of a breach of the warranties described in Section 11.1 above, arranging for the correction of such nonconformance by the appropriate third party supplier or subcontractor whose Hardware or Software is incorporated into the System, at no charge to County.

11.9 Interpretation. County may enforce any or all of the warranties set forth in this Agreement, and no warranty shall be interpreted as limiting the scope or effect of any other warranty or remedy.

12. CHANGES

12.1 Change Order.

12.1.1 Either party may at any time, by written request, propose a Change in the Project Plan or Specifications, subject to the provisions of this Article 12. Failure of the parties to reach agreement in accordance with the Change Order process is a Dispute subject to the procedure described in Article 20.

12.1.2 Contractor shall have the burden of proof in any review by the County of a Change Order requested by Contractor, or in any Dispute regarding the County's disapproval of a Change Order, to prove that: (a) the event, occurrence or condition giving rise to the requested Change Order (i) has occurred, (ii) was not foreseeable at the time of execution of this Agreement, (iii) has a material impact on the cost or schedule of the Project, and (iv) was beyond the reasonable control of Contractor; and, (b) the Change Order requested is reasonable under all the circumstances. Without limiting the foregoing, and for the avoidance of doubt, Contractor shall not be entitled to a Change Order if Contractor is otherwise obligated to provide the Services which are the subject of the requested Change Order under this Agreement.

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12.1.3 If Contractor desires to request a Change Order, Contractor must submit a signed proposed Change Order to County within five (5) Business Days after first becoming aware of the event, occurrence or condition which forms the basis for the requested Change Order. Contractor shall not be entitled to a Change Order requested by Contractor if Contractor fails to submit its proposed Change Order within said five (5) Business Day period.

12.2 Change Order Proposals.

12.2.1 County may at any time during the term of this Agreement request in writing that Contractor prepare a Change Order proposal. Not more than ten (10) Business Days after County delivers to Contractor a written request for a Change Order proposal, Contractor shall prepare and return to County a written rough order of magnitude estimate (the “ROM”) of the impact, if any, of the Change being considered on the System Price and the Project Schedule or resource requirements applicable thereto. If, after reviewing the ROM, County decides in its sole discretion to request the preparation of a Change Order, Contractor shall, within five (5) Business Days after receipt of written request from County, prepare, sign and deliver to County a proposed Change Order in the form of Exhibit 1.12 that shall include the exact changes, if any, to the System Price, Project Schedule and resource requirements applicable thereto proposed by Contractor. If County in its discretion approves the proposed Change Order, evidenced by the execution of the applicable Change Order by County’s Director of Purchasing and Contracting, Contractor shall perform the work as described in such Change Order and any adjustment to the System Price and/or Project Schedule approved in the final executed Change Order shall become effective. If Contractor delivers such signed proposed Change Order within said five (5) Business Day period, and if the changes in the System Price and Project Schedule (if any) set forth in the proposed, Change Order are each within ten percent (10%) of those set forth in the ROM, and County for any reason elects to not proceed with the Change Order, then County shall pay to Contractor, within thirty (30) days from County’s receipt of a reasonably detailed invoice from Contractor, an amount equal to Contractor’s reasonable time and materials expenses (at the rates set forth in Exhibit 16.4) to prepare the ROM. If the proposed Change Order was not delivered within said five (5) Business Day period, and if the changes in the System Price and Project Schedule (if any) set forth in the proposed Change Order are not each within ten percent (10%) of those set forth in the ROM, then County shall not be obligated to pay for the preparation of the ROM.

12.2.2 Contractor may request Change Order by submitting to County a signed proposed Change Order in the form of Exhibit 1.12 which shall include (without limitation) the proposed changes (if any) to the System Price and Project Schedule and the resource requirements applicable thereto. County shall review and approve or disapprove any proposed Change Order requested by Contractor within ten (10) Business Days after receipt of Contractor’s signed proposed Change Order. County’s failure to respond within said ten (10) Business Day period shall be deemed to constitute its disapproval of the proposed Change Order. County shall not be obligated to pay Contractor for any work in connection with the preparation of a Change Order request initiated by Contractor.

12.2.3 To the extent a Change Order has interdependencies with other aspects of the Project, Contractor shall, concurrently with the submission to County of the proposed signed Change Order request (if the Change Order request is initiated by Contractor) or the ROM (if the Change Order request is initiated by County), describe in detail such corresponding changes to the Program Plan and/or Specifications as may be necessary to address any effects on other aspects of the Project caused by such proposed Change Order. Such interdependencies may include, without limitation, impacts on the Project Schedule, Training, documentation, System performance, data conversion, functionality or other aspects of the Project. If any subsequent Deliverable or task will be impacted by the proposed Change Order, Contractor shall so notify County’s Project Manager in writing and shall not proceed with the work on the subsequent Deliverable or task until the requested Change Order under review is disapproved or approved by County. If the requested Change Order is not approved within the time periods set forth herein for such approval, then such Change Order shall be deemed disapproved.

12.3 Effect of Change Orders. Neither County’s Project Manager, its Program Manager, nor any other County personnel other than the County’s Director of Purchasing and Contracting have the authority to approve any Change Order or agree to any adjustment in the System Price or Project Schedule. Any such approval or agreement

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may only be accomplished by County's Director of Purchasing and Contracting executing a formal amendment to this Agreement, or by a Change Order. If County approves the Change Order in accordance with the foregoing, evidenced by the execution of the applicable Change Order by County's Director of Purchasing and Contracting, Contractor shall perform the work as described in such Change Order and any adjustment to the System Price and/or Project Schedule approved in the final Change Order shall become effective. County assumes no obligation to pay for work related to Changes performed without prior written approval in accordance with this Article 12 nor does County assume any obligation to approve any proposed Change Order. If any Change Order provides for a payment to Contractor other than on achievement of a Milestone, then, as conditions to County's obligation to make such payment (in addition to satisfaction of all applicable acceptance criteria), Contractor (a) shall use its best efforts to submit the invoices for such work to County within thirty (30) days after performance of the work, and (b) must in any event submit the invoices for such work to County no later than sixty (60) days after performance of such work. All terms of this Agreement shall apply to any approved Change Order. No Change Order made pursuant to this Article 12 shall result in any delay in a scheduled date for delivery of any Deliverable or Training, or performance of any Service unless such delay is expressly set forth in the Change Order.

12.4 Change Order Process Exclusive. Except for a contract amendment executed in accordance with Section 23.8, no adjustment to the System Price or Program Plan, or change in the Specifications shall be allowed, whether equitable or otherwise, nor charge submitted to County in connection with any Change, except in accordance with the procedures described in this Article 12. Except as provided in this Article 12, no course of conduct between the parties, nor express or implied acceptance of any Change, and no claim that County has been unjustly enriched by any alteration or addition to the scope of work for the Project shall be the basis of any claim for an increase in the System Price, or a change in the Specifications or the Project Plan.

13. PROGRAM MANAGEMENT

13.1 Independent Contractors. The parties are each independent contractors and neither party shall be nor represent itself to be, an agent, a partner or party of any nature authorized or empowered to act on the behalf of the other party. Neither party is granted any right or authority to bind the other party on any matter whatsoever, including but not limited to the right or authority to obligate the other party to enter a transaction at any time with any third party. Retention by Contractor of any agent, employee or subcontractor shall be at Contractor's sole cost and expense, and County shall have no obligation to pay Contractor's agents, employees or subcontractors, to support any such person's or entity's claim against Contractor or other parties, or to defend Contractor against any such claim. Contractor shall indemnify, defend and save the County harmless from any claim made by any of Contractor's agents, employees or subcontractors against County arising from or relating to their work in connection with the Project.

13.2 Acceptance by County of Contractor Employees and Subcontractors. Contractor shall not perform any portion of the Project costing in excess of Five Hundred Thousand Dollars (\$500,000.00) (whether through one contract or task order with a Subcontractor, or cumulatively through a series of contracts and task orders with the same Subcontractor) through its affiliates or through the use of Subcontractors, including providers of hardware and software, without the advance written consent of County as to the selection of the Subcontractor (such Subcontractor hereinafter being referred to as a "Major Subcontractor"), which consent may be withheld in the County's sole discretion. The County hereby consents to the Subcontractors identified in Exhibit 13.2 provided each said Subcontractor and Subcontract shall meet the requirements of this Agreement. Additionally, each Subcontractor shall be properly licensed in California to perform the Services for which such Subcontractor is responsible. Contractor agrees that it shall not terminate the Subcontract of any Major Subcontractor or reassign to Contractor or to any other Subcontractor any portion of the work to be performed by a Major Subcontractor under its Subcontract unless Contractor has obtained the County's prior written consent, which may be withheld in the County's sole discretion. In no event shall Contractor be entitled to perform any portion of the work hereunder through the use of any Subcontractor who has been disbarred (or who employs a employees or contractors that have been disbarred) from performing services for the United States government. Contractor shall furnish to County in writing the name and County-required

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identifying information of each employee of the Contractor and each Subcontractor (collectively, “Contractor Personnel”) proposed for any portion of the Project not less than thirty (30) Business Days prior to any such Contractor Personnel commencing work on the Project. Unless County has already approved said Contractor Personnel in writing County shall have twenty (20) Business Days from receipt of said identifying information to object to the use of any such proposed Contractor Personnel. If County objects to any Contractor Personnel, Contractor shall not utilize such Contractor Personnel in connection with this Agreement and shall submit a substitute to whom County has no objection, subject to the same approval process described in this Section.

13.2.1 At the County Program Manager’s discretion, the County may issue County identification cards to Contractor Personnel. If issued, the following shall apply:

- (1) County identification cards are to be worn by the individual named on the card at all times while in County facilities;
- (2) Identification cards will remain the property of the County and are returnable upon demand by the County or upon expiration of this Agreement; and,
- (3) Contractor assumes all responsibility for the use of and the return of the County identification cards by Contractor Personnel. Contractor will be assessed standard charges for each card lost or not returned when requested.

13.2.2 Contractor shall replace any Contractor Personnel working on the Project who the County, in its sole discretion, notifies Contractor are not performing in a satisfactory manner.

13.3 Project Managers and Key Employees. Contractor’s Project Manager and the other Contractor employees identified as “key” on Exhibit 13.3 shall work on the Project full-time until it is completed or terminated. Contractor shall only replace its Project Manager and/or its key employees with individuals who have comparable or superior skill sets to those of the individual being replaced, and shall not change or reassign its Project Manager and/or key employees without the prior written approval of County Program Manager, which shall not be unreasonably withheld. Contractor’s Project Manager is identified on Exhibit 13.3. In addition, certain other key Contractor Personnel, and their qualifications, are identified on Exhibit 13.3. Contractor agrees, in making staffing decisions for the Project, that it will use its best efforts to commit key employees to the Project who are able to work on the Project for its duration, in accordance with the terms herein.

13.4 Subcontractors. Any part of the Project performed for Contractor by a Subcontractor shall be pursuant to a written Subcontract between Contractor and such Subcontractor. Contractor shall deliver to County a true and correct copy of each Subcontract within ten (10) days following execution thereof (unless earlier delivery is required by any other provision of this Agreement). Each such Subcontract shall provide the following for the express benefit of the County:

13.4.1 Require any Subcontractor who has access to confidential information of County to keep said information confidential in accordance with Article 18 and require that each such Subcontractor sign the Confidentiality Agreement attached hereto as Exhibit 13.4.1.

13.4.2 Provide that the County is a third party beneficiary of the Subcontract.

13.4.3 Provide that at County’s sole discretion upon written notice to Contractor such Subcontract will be deemed assigned by Contractor to County, and the Subcontractor shall thereafter render performance thereunder directly to County. Unless a Subcontract is assigned to County in accordance with

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the provisions of this Section 13.4.3, no contractual relationship shall exist between County and any Subcontractor in relation to the subject matter of the Subcontract. Contractor shall be responsible for the management of any and all of its Subcontractors in connection with the Project.

13.4.4 Require that the portion of the Project assigned to such Subcontractor be performed in accordance with the requirements of this Agreement and, to the extent applicable, include provisions of this Agreement in such Subcontract. Contractor shall specifically include the provisions pertaining to termination contained in Article 17 in each such Subcontract, to the end that Contractor and its assignees shall have the rights therein set forth with respect to each Subcontractor.

13.4.5 Require the Subcontractor to carry and maintain general liability and other types of insurance in accordance with Section 21.2.

13.4.6 Require the Subcontractor to provide a license to any Software being furnished by Subcontractor to County, or to Contractor with a right to sublicense to County, containing all the rights and privileges, and meeting all the requirements of Section 10.1.

13.5 Outsourcer Work Order.

13.5.1 Within five (5) Business Days after receipt of written request from Contractor, the County shall execute a work order with the Outsourcer in a fixed amount not in excess of calling for the provision of no more than three (3) full time equivalent Outsourcer employees at any one time to be seconded to Contractor. These persons will be the Administrator Trainees to whom Contractor will provide Administrator Training, and who will work with and under the direction of the Contractor so as to receive knowledge transfer and familiarity with each Module and the System as a whole that will enable them to Operate and Maintain each Module and the System as a whole. Contractor will involve the Administrator Trainees in the Project in such a way as to permit the Administrator Trainees to gain a complete and accurate understanding of the architecture of each Module and the System, in order to have the skills and knowledge needed to properly Operate and Maintain each Module and the System at the required service levels after Cut-Over for the Module or System. Without limiting the generality of the foregoing, Contractor agrees to include the Administrator Trainees on Contractor's teams involved in Interface development (both for Interfaces between County systems and for Interfaces between the IPTS and external non-County systems), system integration and Alpha testing, and preparation and implementation of the Transition Plan. Contractor may also utilize the Administrator Trainees to assist Contractor in (a) understanding and complying with the County's information technology policies, standards, system documentation requirements service levels and disaster recovery policies, and (b) understanding and achieving proper interoperability of the Modules and the System with County's other systems and its Operating Environment. Although the work order shall require the County to pay for the services rendered by the Outsourcer under the work order, it is expressly understood and agreed that Contractor shall be solely responsible for supervising the performance of these personnel on the Project, and for ensuring that the results of the work performed under the work order meet all of the requirements of this Agreement. If for any reason the cost of the services provided by the Outsourcer described in this section 13.5.1 should exceed _____ Dollars (\$_____.00), the amount of the excess shall be offset against the System Price.

13.5.2 Contractor acknowledges and agrees that the Acceptance of the Administrator Training will be based on the ability of the Administrator Trainees to Operate and Maintain each Module and the System without assistance from Contractor or anyone else during the applicable period during which the Administrator Training for such Module or the System is being evaluated as provided in Section 9.5.1.

13.6 Subcontract with Outsourcer for Hardware Procurement. Contractor shall enter into a Subcontract with Outsourcer (the "Outsourcer Subcontract") for the performance of all tasks related to the acquisition, configuration, licensing, installation, maintenance and operation of all Hardware required for the System (excluding User desktops) for the period from the Effective Date through Acceptance of the Administrator Training. Contractor shall ensure that the

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Outsourcer Subcontract meets all the requirements of this Agreement for Subcontracts generally and, in addition, contains provisions allowing Contractor sufficient right of access to the Hardware for performance of the Project, and requires that all acquired Hardware adhere to County policies and standards. System Hardware (design, development, test and production Hardware (excluding User desktops) shall reside in one or both of the NGIT- provided County data centers in Plano, Texas and Tulsa, Oklahoma. It is expressly understood and agreed that the County shall have no liability or responsibility for any System Hardware- related issues (including but not limited to issues relating to access to the hardware) during the term of this Agreement. All hardware related tasks that must be performed by NGIT through Acceptance of Administrator Training shall be included in the Outsourcer Subcontract. The Outsourcer Subcontract shall be executed by Contractor and Outsourcer, and a copy delivered to County, on or before the date any of the tasks described in this Section 13.6 are required to be performed in order for Contractor to comply with the Project Schedule and Deliverables Chart.

13.7 Wave TSG Subcontract. Contractor shall enter into a Subcontract (the “Wave TSG Subcontract”) with the contractor that maintains the document management systems for the ARCC, A&C, and TTC, for development and implementation work (including but not limited to work related to the subject Interfaces) necessary to cause those document management systems to properly interoperate and exchange data with the IPTS. As of the Effective Date the contractor performing said work for the County is Wave Technology Solutions Group (“Wave TSG”). Without limiting the generality of the foregoing, the Wave TSG Subcontract shall call for the performance of all work necessary to allow exchange of data for image indexing and retrieval. The Wave TSG Subcontract shall be executed by Contractor and Wave TSG and a copy delivered to County, on or before the date any of the tasks described in this Section 13.7 are required to be performed in order for Contractor to comply with the Project Schedule and Deliverables Chart. If the County terminates its contract with Wave TSG and engages another contractor to perform said document management systems work, Contractor shall enter into a Subcontract with the successor to Wave TSG to accomplish the tasks described in this section 13.7.

13.8 Subcontract for User Training. Contractor shall enter into a Subcontract (the “User Training Subcontract”) with a contractor satisfactory to County in its reasonable discretion specializing in business systems training to work with County Personnel to develop and implement User Training for the Modules and the System. Said Subcontractor’s personnel, together with certain County Personnel designated by County (collectively, the “User Training Team”) shall participate in the General Design and Detailed Design phases of the Project as may be necessary to allow the User Training Team to gain a good understanding of the design, functionality and use of the Modules and the System. Among other things, the User Training Team shall have access to test systems in order to map workflow as well as copy System screens, outputs, and other materials and information needed to produce documentation necessary for User training. The User Training Subcontract shall be executed by Contractor, and a copy delivered to County, on or before the date any of the tasks described in this Section 13.8 are required to be performed in order for Contractor to comply with the Project Schedule and Deliverables Chart.

13.9 Employment Laws. In performing its duties under this Agreement, Contractor shall comply fully with all applicable federal, state or local employment laws and regulations. All Contractor Personnel shall be considered solely Contractor’s employees or contractors and Contractor shall be responsible for compliance with all laws, rules and regulations, including those relating to employment of labor, hours of labor, working conditions and payment of taxes such as unemployment, social security and other payroll taxes, including applicable contributions from such person when required by law.

13.10 Drug and Alcohol Policy. In accordance with Board of Supervisors Policy C-25, no Contractor Personnel, while performing services for County on County facilities or using County equipment, shall be in any way impaired because of being under the influence of alcohol or a drug, shall possess an open container of alcohol or consume alcohol or possess or be under the influence of an illegal drug or shall sell, offer, or provide alcohol or a drug to another person.

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13.11 Equal Opportunity. Contractor shall comply with the provisions of Title VII of the Civil Rights Act of 1964 (42 USC 2000e, as amended by the Equal Employment Opportunity Act of March 24, 1972, Public Law No. 92-261) in that it will not discriminate against any individual with respect to his or her compensation, terms, conditions or privileges or employment; nor discriminate in any way that would deprive or intend to deprive any individual of employment opportunities nor otherwise adversely affect his or her status as an employee because of such individual's race, color, religion, sex, national origin, age, handicap, medical condition or marital status.

13.12 Affirmative Action Program For Handicapped Persons. Contractor shall comply with the Affirmative Action Program for Handicapped Persons applicable to County as set forth in Article III.k (commencing at Section 84) of the San Diego County Administrative Code, which program is incorporated in this Agreement by this reference. A copy of this Affirmative Action Program will be furnished upon request from the Clerk of the Board of Supervisors Office, 1600 Pacific Highway, San Diego, California 92101. Contractor acknowledges that the County, as a matter of policy, encourages the participation of disabled veterans business enterprises in its contracts.

14. CONFLICTS OF INTEREST

14.1 Compliance with County Administrative Code Section 67. Contractor shall comply with Section 67 of County Administrative Code, that stipulates that County shall not contract with the persons or entities listed below, and shall reject any bid or proposal submitted by the person or entities listed below, unless the Board of Supervisors finds that special circumstances exist that justify the approval of such contract:

- (a) Persons employed by County or by public agencies for which the Board of Supervisors is the governing body.
- (b) Profit-making firms or businesses in which employees described in sub-section (a) serve as officers, principals, partners, or major shareholders.
- (c) Persons who, within the immediately preceding twelve (12) months came within the provisions of subsection (a) and who (1) were employed in positions of substantial responsibility in the area of service to be performed by this Agreement, and (2) participated in any way in developing this Agreement.
- (d) Profit-making firms or businesses in which the former employees described in sub-section (c) serve as officers, principals, partners or major stockholders.

14.2 Conduct of Contractor.

14.2.1 Contractor agrees to inform County of all its interests, if any, which are or which Contractor believes to be incompatible with any interests of County.

14.2.2 Contractor shall not, under circumstances that might reasonably be interpreted as an attempt to influence the recipient in the conduct of his duties, accept any gratuity or special favor from individuals or organizations with whom Contractor is doing business or proposing to do business, in accomplishing the work under this Agreement.

14.2.3 Contractor shall not use for personal gain or make other improper use of privileged information that is acquired in connection with his employment. In this connection, the term "privileged information" includes unpublished information relating to technological and scientific development; medical, personnel, or security records of the individuals; anticipated materials requirements or pricing actions; and knowledge of selections of contractors or subcontractors in advance of official announcement.

15. PRICING AND PAYMENT

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15.1 System Price. Subject only to the Change control process under Article 12, Contractor shall perform all of its obligations hereunder and shall provide all Hardware, Software, Deliverables and Services in accordance with the Project Plan, Specifications and this Agreement for the total fixed price of _____ Dollars (\$ _____) (the “System Price”). The System Price is inclusive of any and all applicable taxes. The System Price shall be paid in installments upon achievement of Milestones, as hereinafter provided.

15.2 Most Favored Customer. During the term of this Agreement, Contractor agrees that it shall not sell or offer to sell hardware, software or services to any other customer in the United States at prices lower than those required to be paid by County hereunder. If during the term of this Agreement Contractor makes an offer to provide hardware, software or services to another customer at a price lower than the price to be paid by County, Contractor shall within **[ten (10) days]** of making such offer notify County of same, and extend the lower price to County hereunder, or, if payment has already been made by the County, refund to the County the amount by which the price offered to the other customer is less than the price paid by County.

15.3 Invoices.

15.3.1 Contractor shall submit an invoice to County within three (3) Business Days following Contractor’s receipt of the applicable Acceptance Certificate relating to achievement of a Milestone, invoicing the County in an amount equal to the allocated portion of the System Price reflected in the column entitled “Payment” set forth on the Deliverables Chart.

15.3.2 Original invoices shall be submitted to:

County Technology Office, Room 306 F
1600 Pacific Highway
San Diego, California 92101

15.3.3 A copy of the invoice shall be submitted to County Program Manager.

15.3.4 County shall pay Contractor’s invoices properly submitted in accordance with this Agreement within forty five (45) days from receipt and approval of the invoice (or such longer period of time as Contractor may specify in the invoice) via check or electronic funds transfer.

15.3.5 Governmental Accounting Standards Board #51 requires that certain application costs be capitalized. In order for the County to comply with this requirement, the Contractor must categorize costs presented on invoices in the following manner:

1. Pre-development Activities (planning, analyses, research, etc.)
2. Development Activities (coding, configuring, testing, etc.)
3. Post-development Activities (training, documentation, O&M, etc.)
4. Licenses
5. Other

15.4 Payment Terms.

15.4.1 No payment shall be required hereunder for any particular Deliverable or Training except Milestones (i.e., a Deliverable or Training for which a payment is specified in the Deliverables Chart) and unless and until County shall have Accepted such Deliverable or Training.

15.4.2 Payments are compensation in full for the goods, services, work, development, construction, installation and all other Services, Training and Deliverables furnished by Contractor in connection herewith, including but not limited to all expenses incurred by Contractor related thereto. Except as may be agreed pursuant to the Change

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control process under Article 12, County shall have no obligation to pay more than the System Price, and Contractor will be responsible for all costs incurred in connection with the Project. Notwithstanding anything to the contrary set forth herein, County shall have no obligation to make the final payment hereunder until all Deliverables, Training, Documentation and Services required of Contractor shall have been performed, delivered and Accepted by County, and Cut-Over for the System as a whole shall have occurred.

15.5 Liquidated Damages.

15.5.1 If any Milestone is not achieved by the date set forth on the Deliverables Chart or, if the subject Milestone is Acceptance of the Project Plan, by the date for the Acceptance of the Project Plan determined in accordance with Section 3.2, Section 3.3 and Section 4.4.1, such failure will interfere with the proper implementation of County's plans and will negatively impact County's business processes, and will result in loss and damage to County. As it would be impracticable to fix the actual damage sustained in the event of any such failure(s) to achieve a Milestone by the scheduled date, the parties agree that in the event of any such failure(s), the amount of damage that will be sustained by County will be an amount (the "Liquidated Damages") equal to one-half of one percent (0.5%) of the payment otherwise due to Contractor for the achievement of that Milestone for each calendar day after the scheduled date as set forth on the Deliverables Chart (or, with respect to Acceptance of the Project Plan, the date determined in accordance with Section 3.2, Section 3.3 and Section 4.4.1) that the subject Milestone is not achieved, subject to the limitation set forth in subsection 15.5.2 below. The Parties agree that in the event of the failure to achieve a Milestone by the scheduled date Contractor shall pay to County the amount of the Liquidated Damages. Contractor shall pay accrued, unpaid Liquidated Damages (if any) to County from time to time within three (3) Business Days after receipt of notice and demand for payment thereof from County. County may in its sole discretion offset against any payments otherwise due to Contractor the amount of any Liquidated Damages accrued and owing to County.

15.5.2 Liquidated Damages for failure to achieve any particular Milestone shall not accrue for a period in excess of ninety (90) calendar days.

15.5.3 The Liquidated Damages are County's sole and exclusive monetary remedy for the damages resulting from delay in achievement of a Milestone(s) within ninety (90) days after the scheduled date. In the event of any delay or failure to achieve a Milestone which lasts in excess of ninety (90) days beyond the scheduled date, in addition to receiving the Liquidated Damages, County may seek, and Contractor shall be liable for, monetary damages (and its other remedies), with respect to such delay or failure. Without limiting the generality of the foregoing, in addition to entitling County to Liquidated Damages, Contractor's failure to achieve any Milestone by the scheduled date shall constitute an Event of Default pursuant to Section 17.2, and County shall have all the rights and remedies available to it with respect to said Event of Default, except that County's monetary damages attributable to that portion of the delay occurring within ninety (90) days after the scheduled date for achievement of the Milestone shall be limited to the Liquidated Damages.

15.6 Permits, Notices, Fees, and Laws. Contractor shall, at Contractor's expense, obtain all necessary permits and licenses, give all necessary notices, pay all fees required by law, and comply with all laws, ordinances, rules and regulations relating to the performance of the Project and to the preservation of the public health and safety.

15.7 Disallowance. In the event Contractor receives payment under this Agreement that is later disallowed by County, Contractor shall promptly refund the disallowed amount to County on request, unless Contractor elects to invoke the dispute resolution procedure in Article 20, in which case such refund shall be made by Contractor to County at the conclusion of the Dispute. In addition, at its option, County may offset the amount disallowed from any payment due to Contractor under any contract it may have with County.

15.8 Availability of Funding. County's obligation for payment of any contract beyond the current fiscal year end is contingent upon the availability of funding from which payment can be made. No legal liability on the part of County shall arise for payment beyond June 30 of any calendar year unless funds are made available for such performance. County agrees to make an appropriate request for funds for this Project. County shall endeavor to notify

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Contractor sixty (60) days prior to June 30 of each year, during the term of this Agreement if it determines that funding for the next fiscal year is not available. In the event this Agreement is terminated due to non-availability of funding, the provisions of Section 17.4 will apply.

15.9 Transportation of Equipment. All shipments to and from the County's or Outsourcer's facilities shall be made at Contractor's risk and expense. The Contractor shall make all arrangements for transportation such shipments.

16. SUPPORT SERVICES

Contractor shall provide to County the support services ("Support Services") described in this Article 16.

16.1 Commercially Available Updates. In addition to the warranty support services set forth in Article 11, prior to and for a period of [**one (1)**] year following Acceptance of Training with respect to the System, Contractor shall provide Updates to County as and when they become commercially available, at no additional charge to County. As used herein, "Updates" means any defect corrections, updates, enhancements and changes to COTS Software. Contractor agrees to incorporate any such Update into the System Software within [**ninety (90)**] days of release of the Update, unless otherwise directed by County. Contractor, at no additional charge to County, shall make any enhancements or modifications to such Updates required in order to ensure that the System Software, after any such Update is installed, will continue to meet the Specifications.

16.2 Enhancements to Software. In addition to Updates, prior to and for a period of [**three (3)**] years following Acceptance of Training with respect to the System, Contractor shall provide County, free of charge, all enhancements to Contractor Software or the Custom Software that Contractor (or any Subcontractor) is making available to other customers. County shall not be required to adopt any such enhancements in its System. As and when any such enhancements are developed, Contractor shall notify County in writing of the existence of such enhancement and provide County with a description of the impact the enhancement will have on County's System in order to enable County to determine whether it desires to have Contractor install such enhancement(s). At County's election Contractor shall install such enhancements without additional charge to the County within ninety (90) days of receiving County's written notice to do so. Upon installation of any such enhancement on the System, the System as enhanced shall be subject to testing as mutually agreed by Contractor and County in accordance with the requirements of this Agreement or as otherwise may be agreed by Contractor and County. The System Software, after the installation of any such enhancements, shall continue to meet the Specifications.

16.3 County-Requested Enhancements. From time to time during the term of the Support Services, County may, in its discretion, request that Contractor develop certain enhancements to the Software desired by the County for the System. Contractor agrees to develop and install such County-requested enhancements, pursuant to the terms and conditions of this Agreement, including Exhibit 16.4.

16.4 Support Services. Contractor shall make available to County for a period of three (3) years following expiration of the warranties set forth in Article 11 such support services for the System as County may request, which support services shall be provided pursuant to the terms and conditions of this Agreement and Exhibit 16.4.

17. TERM AND TERMINATION

17.1 Term. This Agreement will be effective on the Effective Date and shall expire on the later to occur of the expiration of the Warranty Period for the System or the expiration of the Support Services, unless sooner terminated in accordance with its terms.

17.2 Events of Default. The following events shall constitute events of default hereunder:

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(1) The occurrence of any event which this Agreement expressly provides constitutes a breach or event of default;

(2) The failure of County to make any payment when due and County's failure to cure such non-payment prior to the expiration of forty-five (45) Business Days from receipt of notice of non-payment from Contractor;

(3) The failure of Contractor (i) to make satisfactory progress in accordance with the terms of the Project Plan, (ii) to deliver any Deliverables or Training within the time specified in the Project Plan and the Deliverables Chart in conformance to Specifications and the requirements of this Agreement, or (iii) to make timely payment as required to vendors or Subcontractors for materials or labor.

(4) The failure of County or Contractor to comply with any other material term or condition of this Agreement, the Project Plan, any document referenced herein or any exhibit attached hereto and County or Contractor's failure to cure such non-compliance prior to the expiration of **[thirty (30)]** Business Days from written notice thereof, specifying the nature of such default;

(5) The dissolution, liquidation insolvency or bankruptcy of a party (including without limitation the institution of any proceeding by or against a party under the provisions of any insolvency or bankruptcy law);

(6) The appointment of a receiver of any of the assets or property of a party; or

(7) The issuance of an order for an execution on a material portion of the property of a party pursuant to a judgment.

17.3 Remedies in Event of Default.

17.3.1 In the event of default by a party, the non-defaulting party shall be entitled to seek any remedy to which it is entitled at law or in equity, subject to the provisions and limitations of this Agreement.

17.3.2 Neither party shall be entitled to exercise any remedy otherwise available to it at law or in equity by reason of the occurrence of an event of default and the expiration of any applicable period of time for cure, if any, unless and until such party shall have provided the other party with notice of such event of default, reasonably specifying the nature of the default, and any applicable period of time for cure thereof shall have expired, and the procedures defined in Article 20, if applicable, shall have been first exhausted.

17.3.3 Upon the occurrence of an alleged breach or event of default by Contractor hereunder, the County Project Manager may request delivery of the developed-to-date source code for the Custom Software and the Contractor Software intended for incorporation into the System. Contractor shall deliver such source code and related Documentation for such source code not more than three days after such request whether or not the parties have instituted or exhausted the procedures defined in Article 20. The source code shall be delivered on such medium as County may reasonably require.

17.4 Termination for Convenience.

17.4.1 County may, by written notice stating the extent and effective date, terminate this Agreement for convenience in whole or in part, at any time. In the event of such termination for convenience, Contractor's full compensation for its performance until such termination, which in all events shall not exceed the total System Price, shall be the sum of:

(a) That portion of the System Price reflected in the column entitled "Payment" on the Deliverables Chart on account of each Milestone Deliverable and Training Accepted by County prior to the effective date of such termination and not previously paid to Contractor; plus,

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(b) A reasonable amount as approved by County, as costs of termination not otherwise recoverable from other sources by Contractor, with respect to work performed by Contractor (for which Contractor is not yet paid) on the undelivered or unaccepted portion of the Deliverables or Training, provided compensation hereunder shall in no event exceed that portion of the total System Price equal to the proportion that the work performed through termination bears to the entirety of the work which would have been performed if the Agreement had continued through completion of the Project.

17.4.2 County's termination of this Agreement for convenience shall not preclude County from taking any action in law or equity against Contractor for:

- (a) Improperly submitted claims, or
- (b) Any failure to perform the work in accordance with the Statement of Work, or
- (c) Any breach of any term or condition of the Agreement, or
- (d) Any actions under any warranty, express or implied, or
- (e) Any claim of professional negligence, or
- (f) Any other matter arising from or related to this Agreement, whether known, knowable or unknown before, during or after the date of termination.

17.5 Effect of Termination. Subject to the limitations set forth in Section 15.5 and in Article 22, the rights and remedies of County and Contractor provided in this Agreement for breach under Section 17.2 and Section 17.3 shall not be exclusive and are in addition to any other rights and remedies provided under law, at equity or under resulting order. The rights and remedies of Contractor provided in this Agreement by reason of termination for convenience under Section 17.4 are exclusive and in lieu of any other rights and remedies provided under law, at equity or under resulting order. Upon County's payment to Contractor of the sums due with respect to a termination for convenience pursuant to Section 17.4.1 County shall own the subject work product and Deliverables, or, with respect to Software, have the license rights described in Article 10.

17.6 Audit and Inspection of Records. Following termination of this Agreement or in the event of an alleged breach or default by Contractor, County shall have the right to audit and inspect Contractor status reports, invoices and external correspondence that pertain to Contractor's performance of its duties pursuant to this Agreement. Upon prior written request therefore from County, Contractor shall make such records available at its office, during regular business hours, for inspection, audit or reproduction, until the later to occur of (i) expiration of three years from the date of final payment to Contractor under this Agreement, (ii) the expiration of three years from the date of termination of this Agreement, or (iii) until any mediation, arbitration or litigation, or any appeal thereof, arising out of such termination, shall have been finally adjudicated or settled.

17.7 Temporary Suspension of Work. County's Director of Purchasing and Contracting may instruct the Contractor, in writing, to temporarily suspend, delay or interrupt all or any part of the Project for such period of time as County's Director of Purchasing and Contracting may determine to be necessary for the convenience of the County. Contractor shall not suspend its work absent written instruction to do so signed by County's Director of Purchasing and Contracting.

18. CONFIDENTIALITY; PUBLIC RECORD DATA

18.1 Definition of Confidential Information. All information and documents disclosed by either party in the course of this Agreement which are clearly marked confidential or proprietary by the disclosing party shall be deemed to be "confidential information" of the disclosing party. In addition, all County data, information concerning individual constituents, information relating to County business processes, and all County reports, files, memoranda, correspondence and working papers shall be considered "confidential information" of County, whether or not the same are marked confidential or proprietary. Without limiting the generality of the foregoing, any reports, information, data, or other information given to or prepared or assembled by Contractor under this Agreement shall be kept confidential and shall not be made available to any third party by Contractor without the prior written approval of County.

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18.2 Treatment of Confidential Information. Except as otherwise provided in this Agreement, each party agrees to protect the other party's confidential information in the same manner as such party protects its own confidential information, but in no case with less than reasonable care. Each party agrees that it will use the confidential information of the other party only for the purposes of this Agreement and that it will not disclose or release any such information to third parties with the exception of its employees or Subcontractors who require access to such confidential information for purposes of carrying out such party's obligations in connection with the Project and who have agreed in writing either as a condition to employment or in order to obtain the confidential information, to be bound by terms and conditions substantially similar to those set forth in this paragraph. Each party agrees to promptly provide copies of such executed agreements to the other party upon such other party's reasonable request.

18.3 No Other Confidential Information. Neither party shall have any obligation under this Article 18 for information that has been or is: (i) developed by the receiving party independently (and not under the terms of this Agreement) and without the benefit of information disclosed hereunder by the disclosing party; (ii) lawfully obtained by the receiving party from a third party without restrictions; (iii) publicly available without breach of this Agreement; (iv) disclosed without restriction by the disclosing party to a third party; or (v) known to the receiving party prior to its receipt from the disclosing party. Either party may disclose the confidential information of the other party to the extent that is required to disclose the same pursuant to a statute, regulation or court order, provided that it provides the other party written notice prior to any such disclosure and cooperates with any effort by the other party to prevent the disclosure or obtain a protective order regarding the subject confidential information.

18.4 Protection of Public Record Data. Without limiting the generality of the definition of Confidential Information set forth in section 18.2 above or Contractor's other obligations to protect and preserve Confidential Information of the County, Contractor agrees to preserve, protect and to handle all public records (as that term is defined in California Government Code §6252(e)) and data derived from any public records (said public records and derivative data being collectively referred to hereinafter as "Public Record Data") in accordance with the provisions of this section 18.4.

18.4.1 Neither Contractor, nor its subcontractors, employees, or agents, shall have any ownership rights or interest in any Public Record Data that they possess, modify, or create pursuant to this Agreement, or any modifications thereto or derivatives thereof, all of which shall, at all times and for all purposes, remain the property of the County.

18.4.2 Neither Contractor, nor its subcontractors, employees, or agents, shall impair the integrity of any Public Record Data that they possess or create.

18.4.3 Any Public Record Data that is provided to Contractor, or its subcontractors, employees, or agents, shall remain a public record for purposes of the California Public Records Act (California Government Code §6250, et. seq.) (the "California Public Records Act"). Contractor shall, and shall require its subcontractors, employees, and agents, to, comply with the obligations of the County under the California Public Records Act as amended, with regard to the Public Record Data and the management, handling, retention, destruction, transfer, and disposal thereof. The determination of whether or not to disclose any such Public Record Data shall be made solely by the County.

18.4.4 Neither Contractor nor its subcontractors, employees, or agents, shall disclose to the public any Public Record Data that they possess, modify, or create pursuant to this Agreement and which the County: (i) is prohibited in all cases from disclosing pursuant to federal, State, or County law or regulation; (ii) may disclose pursuant to federal, State, or County law or regulation only to certain persons or under certain conditions; or (iii) may withhold from disclosure pursuant to federal, State, or County law or regulation. No provisions of this section 18.4 shall be construed to prohibit Contractor from disclosing such Public Record Data to any Subcontractor if necessary to carry out the purposes of this Agreement, provided said Subcontractor is made aware of and agrees to abide by the provisions of this Agreement relating to the protection, preservation and handling of Confidential Information and Public Record

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Data. In no event shall Contractor, or its subcontractors, employees, or agents, sell, market, or otherwise profit in any manner from the disclosure or use of any Public Record Data.

18.4.5 If Contractor learns of any violations of this section 18.4, it shall promptly (and in no event later than seven (7) days after learning of such violation) notify in writing the Program Manager and the County's Chief Information Officer of such violation.

18.5 County or Contractor may disclose Confidential Information of the other party to the extent disclosure is based on the good faith written opinion of such party's legal counsel that disclosure is required by law or by order of a court or governmental agency; provided, however, that such party shall give prompt notice of such requirement before the disclosure is made and use its best efforts to assist the owner of such Confidential Information if the owner wishes to obtain a protective order or otherwise protect the confidentiality of such Confidential Information. The owner of such Confidential Information reserves the right to obtain a protective order or otherwise protect the confidentiality of such Confidential Information.

19. INTELLECTUAL PROPERTY

19.1 Patent and Copyright Infringement. Contractor shall report to County, promptly and in reasonable written detail, any actual or alleged patent, copyright or other intellectual property infringement of which Contractor has knowledge which could adversely impact the County's rights, including but not limited to County's rights to use the System or any portion thereof in the manner and to the full extent contemplated by this Agreement.

19.2 Intellectual Property Indemnification. Contractor shall defend with counsel satisfactory to County, indemnify, and hold County harmless, at Contractor's expense, against any claim, suit, proceeding, demand, liability, loss, damage or expense (including but not limited to attorneys' fees) arising from or relating to a claim that any work performed, Deliverable, Training, the Services or any portion of the System (other than the COTS Software) infringes a patent, copyright, moral right, trademark, trade secret, or other intellectual property right of a third party. Without limiting the generality of the foregoing, if any portion of any the same or County's use of the same is, or in Contractor's or County's opinion likely to be, held to infringe the rights of any third party, Contractor shall at its expense either (i) procure the right for County to use the infringing item free of any liability or expense to County to the full extent contemplated by this Agreement; or (ii) replace it with a non-infringing equivalent reasonably satisfactory to County. Without limiting the County's other rights and Contractor's obligations under this Section 19.2, County shall have the right to employ counsel at its own expense for, and participate in the defense of, any claim.

19.3 Intellectual Property Indemnification for COTS Software. The intellectual property indemnification provided to County in connection with the COTS Software furnished as part of the System shall be the indemnification provided by the licensor of such COTS Software, provided that such indemnification shall in all events be no less protective of the County than the indemnification provided by Contractor to County pursuant to this Agreement with respect to the Custom Software. Contractor shall reasonably cooperate with County in enforcing any such indemnification.

20. DISPUTE RESOLUTION

20.1 Internal Resolution

20.1.1 Dispute. Except as expressly provided otherwise in this Agreement, including without limitation, Section 20.2, if in the opinion of either party (the "Delivering Party") the other party (the "Receiving Party") has failed to comply with the requirements of this Agreement or if a dispute arises over the interpretation of this Agreement (collectively, a "Dispute"), then the dispute resolution procedures of this Article 20 shall be invoked. Contractor acknowledges the critical and time-sensitive nature of the Project and the Services rendered by Contractor hereunder to the continued viability of County business, and therefore agrees that Contractor must exhaust this dispute resolution procedure prior to Contractor availing itself of any remedies against County including but not limited to

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termination of this Agreement, and may suspend work only as and when expressly permitted by this Agreement. Without limiting the generality of the foregoing, the parties are prohibited from suspending performance due to a Dispute until the dispute resolution procedures of this Section 20 have been exhausted except that County may withhold payment attributable to any Deliverable, Training or Service which is the subject of the pending Dispute.

20.1.2 Notification. In the event of a Dispute, the Delivering Party shall deliver written notice of the Dispute (the “Dispute Notice”) to the Receiving Party, specifying the nature of the Dispute in reasonable detail, together with relevant supporting facts.

20.1.3 Project Manager Meeting. Within ten (10) Business Days after delivery of the Dispute Notice, the Project Managers of the parties will meet in person to endeavor to resolve the Dispute. The Project Managers shall meet as often as reasonably necessary and shall gather and furnish to the other party all relevant information reasonably necessary and appropriate to resolve the Dispute.

20.1.4 First Escalation. If within ten (10) Business Days following delivery of the Dispute Notice the Project Managers are unable to resolve the Dispute, the Delivering Party will deliver written notice to the Receiving Party (the “First Escalation Notice”) that it is escalating resolution of the Dispute to County’s Program Manager and Contractor’s Contract Administrator. Within ten (10) Business Days following the delivery of the First Escalation Notice, County’s Program and Contractor’s Contract Administrator shall meet and try to resolve the Dispute.

20.1.5 Second Escalation. If within ten (10) Business Days following delivery of the Dispute Notice County’s Program Manager and Contractor’s Contract Administrator are unable to resolve the Dispute, the Delivering Party will deliver written notice to the Receiving Party (the “Second Escalation Notice”) that it is escalating resolution of the Dispute to County’s Chief Information Officer and Contractor’s Chief Executive Officer for resolution. Within ten (10) Business Days after delivery of the Second Escalation Notice County’s Chief Information Officer and Contractor’s Chief Executive Officer will meet in person to endeavor to resolve the Dispute. If the Dispute still is not resolved by the date which is [ten (10)] Business Days after delivery of the Second Escalation Notice, either party may thereafter institute litigation or (subject to mutual agreement of the parties, arbitration) pursuant to Section 20.2.

20.2 Formal Dispute Resolution. If, after exhaustion of the procedures set forth in Section 20.1 the parties still have not resolved a Dispute, then at any time thereafter, either party may commence litigation or, subject to agreement of the other party, binding arbitration proceedings. If the parties agree to arbitrate the Dispute, the arbitration shall be conducted pursuant to Section 20.3.

20.3 Arbitration.

20.3.1 Notice of Demand for Arbitration. If the parties agree to arbitrate a Dispute, a Notice of Demand for Arbitration shall be delivered in writing by either party to the other party and JAMS, or with another mutually-acceptable dispute resolution entity which utilizes retired judges as arbitrators; provided, however, that nothing herein shall be construed to allow such arbitration proceeding to take place after the date when institution of legal or equitable proceedings based on the Dispute would be barred by the applicable statute of limitations. The arbitrator’s fee necessary to initiate the arbitration shall be remitted in equal portions by County and Contractor, however, the costs of arbitration shall ultimately be borne as determined by the arbitrator under the rules described in Section 20.3.2 below. Unless otherwise directed by County, Contractor shall proceed diligently with performance of the Agreement pending final resolution of any arbitration.

20.3.2 Arbitration Procedures. Any arbitration agreed to by the parties shall be administered by JAMS or by another agreed dispute resolution entity that utilizes retired judges as arbitrators. Any such arbitration shall be conducted in accordance with Section 10240.2 et. seq. of the California Public Contract Code, and the then existing Rules of Practice and Procedure of JAMS. In the event of any conflict between Public Contract Code arbitration procedures and JAMS’ arbitration procedures, the Public Contract Code arbitration procedures shall control. The following additional modifications shall be made to the aforementioned procedures:

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(1) Discovery shall be allowed in any such arbitration to the extent provided in California Code of Civil Procedure Sections 1283.05 and 1283.1; however, each party to the arbitration shall be entitled to take no more than two (2) depositions for discovery purposes in any arbitration proceeding.

(2) Any sureties of the Contractor shall be bound by any arbitration award and may join in any arbitration proceeding.

(3) Upon motion of either party, any arbitration arising out of or relating to this Agreement may include by consolidation, or in any other manner, any other parties whose interest or responsibility may be material to the dispute between the County and the Contractor, or any other action involving common questions of law or fact, whose presence is required if complete relief is to be accorded in arbitration. The impossibility of such joinder, however, shall not invalidate the results of any arbitration conducted pursuant hereto.

20.3.3 Limitation of Arbitration. Consent by both parties to submit one Dispute to arbitration shall not be deemed to be consent by both parties to submit any other Dispute to arbitration, unless the parties specifically so agree in writing, or unless joinder of another Dispute is required to allow complete relief to be accorded in arbitration, as provided above. The award rendered by the arbitrator or arbitrators shall be final, and judgment may be entered thereupon in accordance with applicable law in any court having jurisdiction thereof. The parties shall abide by the determination of the arbitrator with respect to any dispute hereunder and with respect to payment of the costs, including but not limited to attorneys' fees, of arbitration.

20.3.4 Remedies. It is the preference of the parties that the primary focus of the arbitration shall be the resolution of the Dispute brought before the arbitrator, such that before and after such resolution this Agreement will continue in force and effect. Notwithstanding the foregoing, the arbitrator may grant any legal or equitable remedy or relief that the arbitrator deems just and equitable, including without limitation termination of the Agreement, injunctive relief and provisional remedies, to the same extent that remedies or relief could be granted by a state or federal court, subject to the limitations set forth in this Agreement.

20.3.5 Expenses. The expenses of the arbitration, including the arbitrator's fees, expert witness fees, and attorneys' fees, may be awarded to the prevailing party, in the discretion of the arbitrator, or may be apportioned between the parties in any manner deemed appropriate by the arbitrator. Unless and until the arbitrator decides that one party is to pay for all (or a share) of such expenses, both parties shall share equally in the payment of the arbitrator's fees as and when billed by the arbitrator.

20.4 Injunctive Relief

The parties acknowledge that violation by one party of the provisions contained in Sections 14, 18 and 19 would cause irreparable harm to the other party not adequately compensated by monetary damages. In addition to other relief, it is agreed that temporary and permanent injunctive relief would be an appropriate remedy to prevent any actual or threatened violation of such provision or to enforce such provisions according to their terms, and such injunctive relief may be sought by either party without first exhausting the dispute resolution procedures described in the preceding Sections 20.1 through 20.3. Any party substantially prevailing in any action for injunctive relief under this Section 4 shall be entitled to recover its costs of enforcement, including reasonable attorneys' fees.

21. GENERAL INDEMNITY AND INSURANCE

21.1 General Indemnity

County shall not be liable for, and Contractor shall defend, indemnify and hold County harmless from, any and all claims, demands, liability, judgments, awards, fines, mechanics' liens or other liens, labor disputes, losses, damages, expenses, charges or costs of any kind or character, including attorneys' fees and court costs (hereinafter collectively referred to as "Claims"), related to the work performed in connection with this Agreement, arising either directly or

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indirectly from any act, error, omission or negligence of Contractor or its Subcontractors, licensees, agents, servants or employees, including, without limitation, Claims caused by the concurrent negligent act, error or omission, whether active or passive, of County or its agents, employees, or County Personnel.

21.2 Insurance

Without limiting Contractor's indemnification obligations to County, Contractor shall provide and maintain, until all obligations and duties of Contractor to County have been fully satisfied, at its sole expense, insurance in the amounts and forms described in Exhibit B attached hereto. Contractor shall name County as an additional insured on such insurance policy or policies.

22. LIMITATION OF LIABILITY

22.1 Limitation on Amount of Damages

EXCEPT AS PROVIDED IN SECTION 22.2, EACH PARTY'S LIABILITY TO THE OTHER FOR ANY CAUSE OF ACTION ARISING OUT OF OR RELATING TO THIS AGREEMENT SHALL NOT EXCEED ONE HUNDRED FIFTY PERCENT (150%) OF THE SYSTEM PRICE.

22.2 Exclusions from Limitations of Liability.

Notwithstanding anything contained herein to the contrary, the limitations of liability contained in this Section 22 shall not apply to: (i) damages arising out of or relating to a party's failure to comply with its confidentiality obligations under Article 18; (ii) the indemnification obligations under Section 13.1, Section 19.2 and Section 21; (iii) personal injury, including death, and damage to tangible property caused by the negligent or intentional acts of a party or its employees, agents or subcontractors; (iv) damages arising out of any loss of data or other damage to data caused by any disabling code or virus; and (v) either party's obligation to pay litigation costs and attorneys' fees incurred by the other party in enforcing the terms of this Agreement as set forth in this Agreement.

23. MISCELLANEOUS

23.1 Governing Law and Venue. This Agreement shall be governed by, construed and enforced in all respects in accordance with the substantive laws of the State of California, regardless of the domicile of either party hereto or where any activity pertaining hereto of either party may actually occur. The sole and proper venue for any lawsuit commenced to enforce or interpret this Agreement shall be the state or federal courts located in San Diego County, California.

23.2 Licensing. Attention is directed to the provisions of Chapter 9 of Division 3 of the Business and Professions Code concerning the licensing of contractors. Contractor shall be licensed, if required, in accordance with the laws of this state and if not so licensed Contractor is subject to the penalties imposed by such laws.

23.3 Hazardous Material. Contractor shall comply with all legal regulatory requirements applicable to the work performed under this Agreement and shall be responsible for compliance with all hazardous waste, health and safety, notice, training and environmental protection laws, rules, regulations and requirements, including, but not limited to, the Resource Conservation and Recovery Act. "Hazardous waste" includes all substances that are or may be identified as such under 40 C.F.R. Part 261 or other applicable laws or regulations. Contractor agrees that it will not store any hazardous wastes at any County facility for periods in excess of ninety (90) Business Days or in violation of the applicable site storage limitations imposed by law (other than customary and ordinary products used in the operation, repair or maintenance of the System). Contractor agrees to take, at its expense, all actions necessary to protect third parties, including without limitation, employees and agents of County from any exposure to, or hazards of,

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hazardous and/or toxic wastes or substances generated or utilized in the operations of the System or any portion thereof. Contractor agrees to report to the appropriate governmental agencies all discharges, releases, and spills of hazardous substances and/or wastes required to be reported by law and to immediately notify County of same.

23.4 Successors. Subject to the limitations on assignment set forth in Section 23.5, all terms of this Agreement shall be binding upon, inure to the benefit of, and be enforceable by the parties hereto and their respective heirs, legal representatives, successors, and assigns.

23.5 Assignment. Without the prior consent of County, which County may withhold in its absolute discretion, Contractor shall not assign or otherwise transfer, voluntarily, by operation of law or otherwise, any of contractor's rights or obligations under this Agreement and any such attempted assignment or other transfer shall be null and void. Any act in derogation of the foregoing shall be null and void.

23.6 No Waiver. No failure or delay on the part of either party to exercise, in whole or in part (including enforcement), any right or privilege hereunder shall operate as a waiver thereof or of any right to exercise or enforce such right or any other right or privilege hereunder.

23.7 Entire Agreement. This Agreement, and all exhibits attached hereto and other documents expressly incorporated by reference herein, shall constitute the entire understanding of the parties with respect to the subject matter hereof and supersede all prior agreements and understandings, oral and written, between the parties hereto with respect to the subject matter hereof and the transactions contemplated hereby. All exhibits attached hereto are incorporated herein. No amendment may be made to this Agreement unless made in writing and signed by Contractor's Project Manager and the County Director of Purchasing and Contracting.

23.8 Notice. Any notice or notices required or permitted to be given pursuant to this Agreement, other than notices under Article 20 may be personally served on the other party by the party giving such notice, in which event it shall be deemed delivered at the time of personal service, or may be served by regular mail, in which event it shall be deemed delivered three (3) Business Days after delivery to the United States postal carrier. Any notice or notices required to be given pursuant to Article 20 may be personally served on the other party by the party giving such notice, in which event it shall be deemed delivered upon personal service, or may be served by certified mail, return receipt requested, in which event it shall be deemed delivered on a day reflected in the return receipt as the date of delivery thereof. Any such notices shall be delivered to the addresses set forth below:

If to Contractor:

With a copy to:

If to County:

Susan Green
Program Manager

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County of San Diego Technology Office
1600 Pacific Highway, Room 306F
San Diego, California 92101

With copies to:

Winston F. McColl, Director
County of San Diego, Department of
Purchasing and Contracting (MS-032)
10089 Willow Creek Road, Suite 150
San Diego, California 92131-1699

and

David Smith, Deputy
Office of County Counsel
County Administration Center
1600 Pacific Highway, Room 355
San Diego, California 92101-2469

23.9 Severability. Should any part of this Agreement be held to be invalid by a court of competent jurisdiction, the remainder of the Agreement shall be considered as the whole agreement of the parties and shall be binding on the parties.

23.10 Headings. The headings used herein are for the convenience of the parties only and shall not be used in the interpretation of the provisions of this Agreement.

23.11 Computation of Time Periods. All periods of time referred to in this Agreement shall include all Saturdays, Sundays and state or national holidays, unless the period of time specifies “Business Days.” If the date or last date to perform any act or give any notice with respect to this Agreement shall fall on a Saturday, Sunday or state or national holiday, such act or notice may be timely performed or given on the next succeeding day that is not a Saturday, Sunday or state or national holiday.

23.12 Title and Risk of Loss. Unless otherwise provided in this Agreement, title and risk of loss of or damage to all Deliverables shall pass to County at the time of Acceptance.

23.13 Transportation Costs. All shipments of goods or equipment to and from County or Outsourcer facilities as required to perform the Project shall be made at Contractor’s expense.

23.14 Contract Administration.

23.14.1 The County’s Director of Purchasing and Contracting is the only person authorized to execute any amendments to this Agreement on behalf of County.

23.14.2 County’s Program Manager will chair Contractor progress meetings and will coordinate County’s contract administrative functions. The Program Manager is designated to receive and approve Contractor invoices for payment, audit and inspect records, inspect Contractor work, and provide other technical guidance as required. The Program Manager and Project Manager are not authorized to change any terms and conditions of the Agreement.

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT A – AGREEMENT

23.15 Cooperation. From time to time, at a party's request, whether before or after Acceptance of the System as a whole, and without further consideration, the other parties to this Agreement shall execute and deliver, any further instrument(s) of conveyances or other documents and take such actions as a party may reasonably require to complete more effectively the terms and provisions of this Agreement.

23.16 Interpretation. Whenever the words "include", "includes" or "including" are used, they shall be interpreted as meaning including without limitation.

23.17 No Construction Against Drafter. Any principle of construction or rule of law providing that an agreement shall be construed against the drafter of the agreement in the event of any inconsistency or ambiguity shall not apply to this Agreement or its interpretation.

23.18 Time of the Essence. Time is of the essence in the performance of this Agreement.

23.19 Order of Precedence

In the event of any conflict between this Agreement and any of the exhibits attached hereto or documents expressly incorporated herein by reference, the terms and provisions of this Agreement shall control and, in the event of a conflict among the remaining documents, the documents shall govern in the following order of precedence:

- (1) This Agreement; then
- (2) The exhibits attached hereto; then
- (3) The documents incorporated herein.

In the event of any conflict between the Functional Specifications and the Technical Specifications, the Functional Specifications shall control.

23.20 Survival. The following Articles and Sections shall survive any expiration or termination hereof: Article 1, Article 10, Article 11, Section 13.1, Article 16, Sections 17.3, 17.4, and 17.6, and Articles 18 through 23.

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTs)
EXHIBIT A – AGREEMENT

IN WITNESS WHEREOF, the parties have caused this Agreement to be signed by their duly authorized representative.

CONTRACTOR	COUNTY
a _____	COUNTY OF SAN DIEGO
By: _____	By: _____
Its: _____	WINSTON F. MCCOLL, Director
	Department of Purchasing and Contracting
Date: _____	Date: _____

APPROVED AS TO FORM AND LEGALITY

By: _____
Senior Deputy County Counsel

Date: _____

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT 1.3 – FORM OF ACCEPTANCE CERTIFICATE

EXHIBIT 1.3 - FORM OF ACCEPTANCE CERTIFICATE
COUNTY OF SAN DIEGO
DEPARTMENT OF PURCHASING AND CONTRACTING

DATE _____, 20____

COUNTY CONTRACT NO. _____
AMENDMENT NO. _____

To: _____ (“Contractor”).

Title of Agreement: Integrated Property Tax System (IPTS) Agreement

Pursuant to the Agreement, the undersigned notifies you of Acceptance of the following Deliverable or Training:

[Describe Deliverable or Training Being Accepted]:

**THIS ACCEPTANCE CERTIFICATE IS NOT EFFECTIVE UNTIL APPROVED BY THE COUNTY
PROGRAM MANAGER**

COUNTY PROGRAM MANAGER REVIEW AND APPROVAL:

By: _____
County Program Manager

Date: _____

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTs)
EXHIBIT 1.12 – FORM OF CHANGE ORDER

EXHIBIT 1.12 -FORM OF CHANGE ORDER
COUNTY OF SAN DIEGO
DEPARTMENT OF PURCHASING AND CONTRACTING
AGREEMENT AMENDMENT AUTHORIZATION
AND INDEPENDENT CONTRACTOR AGREEMENT AMENDMENT

DATE _____, 20__ COUNTY CONTRACT NO. _____
AMENDMENT NO. _____

To: _____ (“Contractor”).

Title of Agreement: Integrated Property Tax System (IPTs) Agreement

Pursuant to Article 12 of the Agreement, you are directed to make the Changes described herein or do the following described work not included in the scope of the work described in the Agreement:

Description of Agreement Change and/or Work To Be Done, including impact on all interdependencies including without limitation impacts on Program Plan, Deliverables, Milestones, Tasks, Gantt Chart, implementation plans and contingency plans, System Price and payment terms, System implementation and other Program impacts.

The undersigned Contractor has given careful consideration to the Change proposed and hereby agrees, if this proposed Change is approved, that it will provide all equipment, furnish all materials, except as may otherwise be noted above, and perform all services necessary for the work specified herein, and will accept as full payment the price more particularly described on the attachment hereto and agree that the Program is impacted all as is more particularly described herein and on the attachment.

By: _____

Title: _____
Authorized Person

THE CHANGE ORDER IS NOT EFFECTIVE UNTIL APPROVED BY THE DIRECTOR OF
PURCHASING AND CONTRACTING

COUNTY PROGRAM MANAGER REVIEW AND RECOMMENDED APPROVAL:

By: _____
County Program Manager

Date: _____

APPROVED:

By: _____
Director of Purchasing and Contracting

Date: _____

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT 1.23 – DELIVERABLES CHART

EXHIBIT 1.23
Deliverables Chart

[INSERT DELIVERABLES CHART SHOWING SCHEDULE FOR DELIVERY OF ALL DELIVERABLES AND TRAINING, AND THE PAYMENT (IF ANY) ASSOCIATED WITH THAT DELIVERABLE. AT A MINIMUM, THE DELIVERABLES CHART SHOULD INCLUDE THE DATES BY WHICH THE FOLLOWING ITEMS SHALL HAVE BEEN DELIVERED TO AND ACCEPTED BY THE COUNTY:

- THE PROJECT PLAN
- THE DETAILED SYSTEM DESIGN
- EACH MODULE
- THE ADMINISTRATOR TRAINING FOR EACH MODULE
- THE SYSTEM (AS A WHOLE)
- ADMINISTRATOR TRAINING FOR THE SYSTEM (AS A WHOLE)

THE FINAL PAYMENT, DUE ON THE ACCEPTANCE OF ALL TRAINING FOR THE SYSTEM AS A WHOLE, SHALL EQUAL NO LESS THAN 20% OF THE TOTAL SYSTEM PRICE.]

**REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT 1.49 – REJECTION STATEMENT**

EXHIBIT 1.49

**REJECTION STATEMENT
COUNTY OF SAN DIEGO
DEPARTMENT OF PURCHASING AND CONTRACTING**

DATE _____, 200__ COUNTY CONTRACT NO. _____

AMENDMENT NO. _____

To: _____ (“Contractor”).

Title of Agreement: Integrated Property Tax System Agreement

Deliverable or Training: _____

Pursuant to the Agreement, the undersigned rejects the aforementioned Deliverable or Training for the following reasons:

[STATE REASONS FOR REJECTION]

**THIS REJECTION STATEMENT IS NOT EFFECTIVE UNTIL SIGNED BY THE COUNTY
PROGRAM MANAGER**

COUNTY PROGRAM MANAGER REVIEW AND SIGNATURE:

By: _____
County Program Manager

Date: _____

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT 2.1 – COUNTY PROVIDED RESOURCES AND SUPPORT

EXHIBIT 2.1

COUNTY PROVIDED RESOURCES AND SUPPORT

Facility Requirements	[Identify the facility, quantity, and when it is needed]
Other Requirements	[Identify any other requirements, the quantity thereof, and when they are needed]

County Personnel Requirements

The following schedule identifies the County Personnel requirements for the Program. Both parties understand that this schedule defines the level of effort that the County is contractually required to provide for the Program. The exact timing of these demands may shift over time as the Project progresses. The County Program Manager and Contractor Project Manager will work cooperatively to update this schedule on at least a quarterly basis so that the various County departments involved in the Program can plan resource availability appropriately.

[INSERT COUNTY PERSONNEL REQUIREMENTS SCHEDULE INCLUDING NUMBER OF PERSONNEL, SKILL SETS, AND NUMBER OF HOURS OF REQUIRED TIME COMMITMENT]

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT 10.3.2– SOURCE CODE ESCROW AGREEMENT

EXHIBIT 10.3.2

SOURCE CODE ESCROW AGREEMENT

In addition to such terms and conditions as County deems necessary, the following shall be included in the Source Code Escrow Agreement:

Contractor acknowledges that this escrow agreement is an “agreement supplementary to” the license agreement as provided in Section 365(n) of Title 11, United States Code (“Bankruptcy Code”). Contractor acknowledges that if Contractor as a debtor-in-possession or a trustee-in-bankruptcy (collectively, “Trustee”) in a case under the Bankruptcy Code rejects the license agreement or this escrow agreement, County may elect to retain its rights under the license agreement and this escrow agreement as provided in Section 365(n) of the Bankruptcy Code. After the commencement of a case under the Bankruptcy Code by or against Contractor and unless and until the license agreement is rejected upon written request of County to the Trustee, Trustee shall (a) not interfere with the rights of County as provided in the license agreement and this escrow agreement, including the right to obtain the escrowed materials from the escrow agent and (b) provide the escrowed materials to the county. If the Trustee rejects the license agreement or this escrow agreement and County elects to retain its rights, upon written request to County to the Trustee, Trustee shall provide the escrowed materials to the County.

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COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPT)
EXHIBIT 13.3 – MANAGERS AND KEY PERSONNEL

EXHIBIT 13.3

MANAGERS AND KEY PERSONNEL

County Program Manager:	Susan L. Green
County Project Manager:	Steve Penner

Key Contractor Personnel

Program Manager	_____
Project Manager	_____
Chief System Architect	_____
Chief Database Administrator	_____
Chief Data Warehouse Architect	_____
Chief Data Conversion Manager	_____
Chief Training Manager	_____
Chief Application Development Manager	_____
Chief Quality Assurance Manager	_____
Chief System Testing Manager	_____
Chief User Interface Designer	_____
Chief Web Architect	_____
Chief California Property Tax Administration Expert	_____

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT 13.4.1 – TEMPORARY WORKER, EMPLOYEE, SUBCONTRACTOR
CONFIDENTIALITY AGREEMENT

EXHIBIT 13.4.1

TEMPORARY WORKER, EMPLOYEE, SUBCONTRACTOR
CONFIDENTIALITY AGREEMENT

I understand that I have been retained by _____ (“Company”) to perform work on a temporary basis for the County of San Diego (“County”). I UNDERSTAND AND ACKNOWLEDGE THAT I AM NEITHER AN EMPLOYEE OF COUNTY, NOR HAVE I BEEN HIRED BY COUNTY.

In consideration of my being permitted to work on the Integrated Property Tax System (“IPTS”) project for the County of San Diego:

2. I agree not to disclose to others, or take or use for my own purposes or the purposes of others, during or after my work on behalf of County, any Information disclosed by the County in the course of my work on the IPTS project. As used herein, “Information” includes: trade secrets and other confidential or proprietary business, technical, personnel or financial information, whether or not my work product, in written, graphic, oral or other tangible or intangible forms, including but not limited to, specifications, samples, records, data, computer programs, drawings, diagrams, models, customer names, business or marketing plans, studies, analysis, projections and reports, communications by or to attorneys (including attorney-client privileged communications), memos or other materials prepared by attorneys or under their direction (including attorney work product), and software systems and processes. Any Information that is not readily available to the public shall be considered to be a trade secret and confidential and proprietary, even if it is not specifically marked as such, unless County advises me otherwise in writing.

3. I agree that on termination of my work on behalf of County that I will return to County all property belonging to County, including all documents or other media in my possession or control that in any way incorporate or reflect any Information.

4. The interpretation of this Agreement shall be governed by the laws of the State of California, irrespective of its choice of laws principles.

5. If any provision or any part of a provision of this Agreement shall be invalid or unenforceable, such invalidity or unenforceability shall not invalidate or render unenforceable the entire Agreement or provision, but rather the entire Agreement or provision shall be construed as if not containing the particular invalid or unenforceable provision or portion thereof.

6. This Agreement constitutes the entire agreement between the parties with respect to the subject matter contained therein. All prior agreements, representations, statements, negotiations, understandings and undertakings are superseded hereby. Except as otherwise provided in this Agreement, this Agreement may not be modified, supplemented or amended, except by written instrument executed by both parties.

NOTICE

THIS IS A LEGAL DOCUMENT.

READ IT CAREFULLY BEFORE SIGNING IT

Dated: _____, 2010

(Signature)

(Print Name)

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT 16.4 – TERMS AND CONDITIONS FOR PROVISION OF COUNTY REQUESTED
ENHANCEMENTS AND SUPPORT SERVICES

EXHIBIT 16.4

**TERMS AND CONDITIONS FOR PROVISION
OF COUNTY REQUESTED ENHANCEMENTS
AND SUPPORT SERVICES**

Contractor shall provide up to **[1,000 hours]** of Support Services at the rates specified herein, as and when requested by County, pursuant to a written task order issued and signed by County's Director of Purchasing. County shall have no obligation to compensate Contractor for any Support Services unless County has executed a written task order for said Support Services. Prior to the issuance of any such task order, Contractor at the request of County shall submit an estimate of the number of hours required to complete the subject task. The skills of the individuals performing the Support Services shall be sufficient, in the reasonable judgment of County, to efficiently perform the subject Support Services. If in the reasonable judgment of County the skills of the individual(s) assigned by Contractor to perform Support Services are inadequate to efficiently perform the Support Services assigned to them, Contractor shall replace the individual(s) with individual(s) having superior skills such that the Support Services may be efficiently performed by the replacement worker. The Support Services shall be subject to Acceptance in accordance with the terms of the Agreement.

Include hourly time and material rates applicable

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT B – BONDING AND INSURANCE REQUIREMENTS

BONDING REQUIREMENTS

Performance Bond - See Exhibit A, paragraph 2.13 - Performance Bond.

INSURANCE REQUIREMENTS

Without limiting Contractor's indemnification obligations to County, Contractor shall provide at its sole expense and maintain for the duration of this Contract, or as may be further required herein, insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of the work by the Contractor, his agents, representatives, employees or subcontractors.

1. Minimum Scope of Insurance

Coverage shall be at least as broad as:

- A. Commercial General Liability, Occurrence form, Insurance Services Office form CG0001.
- B. Automobile Liability covering all owned, non-owned, hired auto Insurance Services Office form CA0001.
- C. Workers' Compensation, as required by State of California and Employer's Liability Insurance.
- D. Professional Errors and Omissions Liability.
- E. Fidelity coverage providing Employee Dishonesty, Forgery or Alteration, Theft, Disappearance, Destruction and Computer Fraud coverage covering all Contractors employees, officials and agents.
- F. Property Insurance.

2. Minimum Limits of Insurance

Contractor shall maintain limits no less than:

- A. Commercial General Liability including Premises, Operations, Products and Completed Operations, Contractual Liability, and Independent Contractors Liability: \$2,000,000 per occurrence for bodily injury, personal injury and property damage. The Project Specific Aggregate limit shall be \$4,000,000.
- B. Automobile Liability: \$1,000,000 each accident for bodily injury and property damage.
- C. Employer's Liability: \$1,000,000 each accident for bodily injury or disease. Coverage shall include a waiver of subrogation endorsement in favor of County of San Diego.
- D. Professional Errors and Omissions Liability: \$10,000,000 per claim with an aggregate limit of not less than \$20,000,000. Any self-retained limit shall not be greater than \$500,000 per occurrence/event without County's Risk Manager's approval. Coverage shall include contractual liability coverage. The coverage will not contain specific, express exclusions for design errors, destruction of data or failure to designing an adequate system arising out of Contractor's wrongful acts in the rendering of, or failure to render, professional services to the County. Coverage shall include vicarious interest endorsement to the County. If policy contains one or more aggregate limits, a minimum of 50% of any such aggregate limit must remain available at all times; if over 50% of any such aggregate limit has been paid or reserved, County will require additional coverage to be purchased by Contractor to restore the required limits. This coverage shall be maintained for a minimum of three years following termination or completion of Contractor's work pursuant to the Contract.
- E. Employee Dishonesty and Computer Fraud: \$10,000,000 per occurrence. Such insurance shall cover all of Contractor's employees. Coverage shall include a loss payee endorsement to the County. Any deductible or self-insured retention shall be the responsibility of Contractor.
- F. Property Insurance: Contractor shall provide insurance on all property owned by Contractor and provided under this Contract. Such policy shall provide "all risk" perils, including flood, and shall be written on a basis of one hundred percent (100%) replacement value of the property. Coverage shall include business

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT B – BONDING AND INSURANCE REQUIREMENTS

personal property, tenant improvements, business interruption, property of others, in the care, custody, and control of the insured, and transit. Any deductible or self-insured retention shall be the responsibility of Contractor.

3. Deductibles and Self-Insured Retentions

Any deductible or self-insured retention must be declared to and approved by the County's Risk Manager. At the option of the County, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the County or the Contractor shall provide a financial guarantee satisfactory to the County guaranteeing payment of losses and related investigations, claim administration and defense expenses.

4. Other Insurance Provisions

The general liability, automobile liability and professional liability policies are to contain, or be endorsed to contain the following provisions:

- A. Additional Insured Endorsement (Does not apply to professional liability)
Any general liability policy provided by Contractor shall contain an additional insured endorsement applying coverage to the County of San Diego, the members of the Board of Supervisors of the County and the officers, agents, employees and volunteers of the County, individually and collectively.
- B. Primary Insurance Endorsement
For any claims related to this Contract, the Contractor's insurance coverage shall be primary insurance as respects the County, the members of the Board of Supervisors of the County and the officers, agents, employees and volunteers of the County, individually and collectively. Any insurance or self-insurance maintained by the County, its officers, officials, employees, or volunteers shall be excess of the Contractor's insurance and shall not contribute with it.
- C. Notice of Cancellation
Each required insurance policy shall be endorsed to state that coverage shall not be canceled by either party, except after sixty (60) days' prior written notice by certified mail, return receipt requested, has been given to the County at the address shown in section of Contract entitled "Notice".
- D. Severability of Interest clause
Coverage applies separately to each insured, except with respect to the limits of liability, and that an act or omission by one of the named insureds shall not reduce or avoid coverage to the other named insureds.

GENERAL PROVISIONS

5. Qualifying Insurers

All required policies of insurance shall be issued by companies which have been approved to do business in the State of California by the State Department of Insurance, and which hold a current policy holder's alphabetic and financial size category rating of not less than A-, VII according to the current Best's Key Rating guide, or a company of equal financial stability that is approved in writing by County's Risk Manager.

6. Evidence of Insurance

Prior to commencement of this Contract, but in no event later than the Effective Date of the Contract, Contractor shall furnish the County with certificates of insurance and amendatory endorsements effecting coverage required by this clause. Contractor shall furnish a summary of the relevant terms, provisions and conditions of the insurance policy to County. Thereafter, copies of renewal certificates and, if any of the terms, provisions or conditions as summarized by the County are changed, revised summaries, shall be furnished to County within thirty days of the expiration of the term of any required policy. Contractor shall permit County at all reasonable times to inspect and review any required policies of insurance.

7. Failure to Obtain or Maintain Insurance; County's Remedies

Contractor's failure to provide insurance specified or failure to furnish certificates of insurance, amendatory endorsements, and policy summaries, or failure to make premium payments required by such insurance, shall constitute a material breach of the Contract, and County may, at its option, terminate the Contract for any such

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT B – BONDING AND INSURANCE REQUIREMENTS

default by Contractor provided that the same is not cured within thirty (30) days of Contractor's receipt of notice from the County specifying the nature of the claimed default.

8. No Limitation of Obligations

The foregoing insurance requirements as to the types and limits of insurance coverage to be maintained by Contractor, and any approval of said insurance by the County are not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by Contractor pursuant to the Contract, including, but not limited to, the provisions concerning indemnification.

9. Review of Coverage

County retains the right at any time to review the coverage, form and amount of insurance required herein and may request Contractor to obtain insurance reasonably sufficient in coverage, form and amount to provide adequate protection against the kind and extent of risk which exists at the time a change in insurance is required.

10. Claims Made Coverage

If coverage is written on a "claims made" basis, the Certificate of Insurance shall clearly so state. In addition to the coverage requirements specified above, such policy shall provide that:

- The policy retroactive date coincides with or precedes Contractor's commencement of work under the Contract (including subsequent policies purchased as renewals or replacements).
- Contractor will make every effort to maintain similar insurance during the required extended period of coverage following expiration of the Contract, including the requirement of adding all additional insureds.
- If insurance is terminated for any reason, Contractor shall purchase an extended reporting provision of at least two years to report claims arising in connection with the Contract.
- The policy allows for reporting of circumstances or incidents that might give rise to future claims.

11. Subcontractors' Insurance

Contractor shall require that any and all Subcontractors hired by Contractor are insured in accordance with this Contract. If any Subcontractors coverage does not comply with the foregoing provisions, Contractor shall defend and indemnify the County from any damage, loss, cost or expense, including attorney fees, incurred by County as a result of Subcontractors failure to maintain required coverage.

12. Waiver of Subrogation

Contractor and County release each other, and their respective authorized representatives, from any Claims (as defined in the Exhibit entitled "General Indemnity and Insurance" of the Contract), but only to the extent that the proceeds received from any policy of insurance carried by County or Contractor, other than any self-insurance, covers any such Claim or damage. Included in any policy or policies of insurance provided by Contractor hereunder shall be a standard waiver of rights of Subrogation against County by the insurance company issuing said policy or policies.

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT C – PRICING/PAYMENT SCHEDULE

Pricing and Payment Schedule

Contractors are required to submit a proposed payment schedule listing each Milestone and any other event for which payment will be due. The payment schedule may include as many Milestones or other payment events as the Contractor chooses, and may assign to each such Milestone or payment event whatever portion of the total System Price as Contractor deems appropriate, subject to the following:

Contractor's proposed payment schedule must include, at a minimum, the events listed below, and the proposed payment associated therewith. The total of all payments in Contractor's proposed payment schedule should equal the total System Price. Contractors need not include a payment for any of the events listed below for which the Contractor does not desire to propose a separate payment. However, all of the events listed below must appear in the payment schedule with the date after execution of the Agreement (DAC) by which the event will occur:

- Acceptance of the Project Plan
- Acceptance of the Detailed System Design/Functional Specifications
- Acceptance of each Module
- Acceptance of NGIT Operator Training for each Module
- Acceptance of the System as a whole
- Acceptance of NGIT Operator Training for System as a whole

Milestones require Acceptance by the County of the subject Deliverable or NGIT Training to have occurred in order for payment to be made. Other payment events not associated with Acceptance of a specific Deliverable or Training may be proposed, with the understanding that the County strongly prefers that payments be linked to the delivery of Deliverables for which specific Acceptance criteria have been agreed.

County requires that the payment schedule be structured to provide adequate security to County and incentive to the Contractor throughout the Project to timely complete the Project and each phase thereof, and to correct any problems that arise during the Project in a timely fashion. In all events, Contractor's proposed payment schedule should provide that (i) an amount equal to no less than 20% of the total amount payable with respect to delivery of all Deliverables incorporated into a Module will be payable only upon Acceptance of NGIT Training for that Module, and (ii) no less than 20% of the total System Price will be payable only upon Acceptance of NGIT Training for the System as a whole.

The proposed payment schedule should include the expected date after execution of the Agreement by which each Milestone or payment event shall occur, assuming the Contractor has timely delivered the Deliverables, Training, and Services as required by the Agreement. The Contractor understands that County may delay Acceptance of any Deliverable, Training or Services until the same has met all Acceptance criteria set forth in the Agreement, the Accepted Project Plan, and the Specifications.

REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT D –SCOPE/STATEMENT OF WORK

I. Introduction

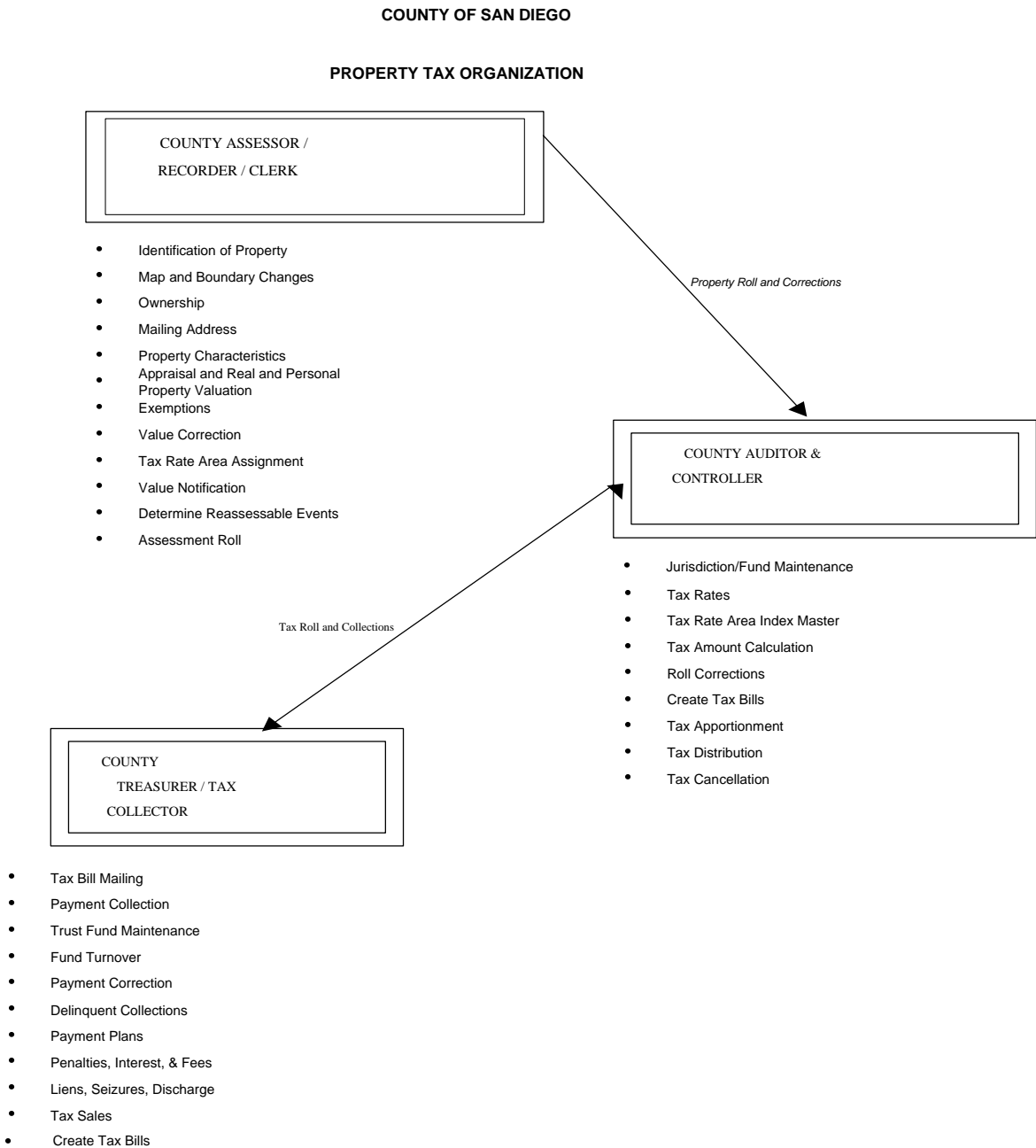
1. Project Background

San Diego County (County) collects over \$4.5 billion in property taxes annually. Thirteen percent of the amount collected is allocated to the General Fund, making property tax revenue one of, if not the largest source of discretionary funding for County services. The County has three departments that oversee the taxation of real property (Secured) and personal property (Unsecured) within its geographic boundaries. These departments are: (1) the Office of the Assessor/Recorder/County Clerk (ARCC); (2) the Property Tax Services (PTS) Division of the Department of the Auditor and Controller (A&C); and (3) the Office of the Treasurer/Tax Collector (TTC). The Assessor/Recorder/Clerk and the Treasurer/Tax Collector are elected officials. The Auditor and Controller is an appointed official. Exhibit 1 illustrates the relationship between these three departments and their related business responsibilities

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REQUEST FOR PROPOSALS (RFP) NO. 4069
COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT D –SCOPE/STATEMENT OF WORK

Exhibit 1.



One other department, the Clerk of the Board of Supervisors (COB) is directly involved in tracking Assessment Appeals and surety bonds for Tax Clearance certificates for Subdivision maps. Their role, though important, may be limited to these functions.

Currently there are about 40 distinct legacy systems or automated processes that function between the three departments that relate directly or indirectly to the property tax records.

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COUNTY OF SAN DIEGO, INTEGRATED PROPERTY TAX SYSTEM (IPTS)
EXHIBIT D –SCOPE/STATEMENT OF WORK

Additionally, the departments also rely on a variety of Excel spreadsheets and Access databases to help carry out key functions or processes. Intra-system operations are not optimal and communications between systems are inefficient. Consequently, the County intends to go forward with the planning, design, development, and implementation of a new, Integrated Property Tax System (IPTS).

To that end, the County of San Diego is requesting proposals from qualified firms to provide a new Integrated Property Tax System, which includes software design and development; configuration; testing; data conversion, System implementation and training, and post-implementation software support and maintenance.

Although it is the County's preference that this Integrated Property Tax System be composed of a single application residing on a single database, the County will also entertain solutions that would result in the seamless integration of several separate and distinct automated systems that, when integrated, provide the functionality required in the Statement of Work. Should that be the case, the County would prefer to execute one contract with a single Contractor to integrate multiple applications and/or develop new code as required. However, the County may decide to execute separate contracts with more than one Contractor to provide the required system functionality.

If the IPTS is to result from the integration of several distinct applications, the Contractor(s) shall be required to design, develop, configure, test, and implement all required interfaces and/or processes that are necessary for that seamless integration. This includes those interfaces to and from County legacy applications.

Contractor's proposal may suggest either the modification of an existing system(s) currently in operation; or a green field development of a new System specifically designed to meet the functionality, performance, processing requirements and transaction volumes required to support San Diego County's property tax business functions. As the property tax process in California is highly regulated, all functionality contained in the System solution shall be compliant with all applicable sections of the California Revenue and Taxation Code, and other applicable laws and regulations.

This Scope of Work incorporates the County's multi-volume 2003 Requirements Analysis and other Requirements Supporting Documentation, which is included in **Appendix H**. The Contractor is responsible for understanding the content of these Documents.

2. County Technology Environment

2.1 Outsourcing Provider

In 1999, the County outsourced information technology services to a consortium of vendors working together under an umbrella organization called the Pennant Alliance (CSC, SAIC, Avaya). In 2006, the County re-competed the Outsourcing agreement, and Northrop Grumman together with their subcontractors, EDS, BearingPoint^[1], and ATT, now provides IT outsourcing

^[1] At this time, as a result of a bankruptcy proceeding, the BearingPoint portion of the Outsourcing Contract has been acquired by Attain.

REQUEST FOR PROPOSALS (RFP) NO. 4069
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Services (collectively called NGIT). These services include network infrastructure, architecture and support; hardware installation and maintenance; applications support; and telecommunications. All new applications, once production ready, will be integrated into the NGIT environment.

The County shall execute a separate Work Order with NGIT to perform tasks identified as “NGIT Administrator Training”. Included in that Work Order, will be those tasks required for the implementation of the IPTS that **can only be provided by NGIT in its role as Outsourcing Provider**. The Contractor shall, in its response to this RFP, include a list of all the above identified tasks. Please see Proposal Submittal, Section 2.2.14 for a description of this listing requirement. Contractor is solely responsible for the provision of any and all tasks not included in that list and the cost of those tasks shall be included in the firm fixed price.

After acceptance of NGIT Administrator Training for the System as a whole, NGIT will perform operation and maintenance of the System pursuant to the County’s existing outsourcing Agreement. NGIT must, therefore, participate in the development and implementation of the Transition Plan.

2.2 Performance Requirements

The County’s data centers reside in Plano, Texas, and Tulsa, Oklahoma. The IPTS system shall be installed on hardware at one or both of these two sites and operate across a Wide Area Network to the San Diego locations. The Contractor shall be responsible to ensure that the System operates across this WAN environment efficiently and effectively, and that System performance is within levels acceptable to the County. The Minimum Acceptable Service Level (MASL) to the County for the IPTS performance across the WAN shall be:

Application Transaction Response Time (Server Systems – Across WAN)

Name	Application Transaction Response Time (Server Systems – Across WAN)
Definition	The length of time an application requires to transmit and process a request across the WAN, and then return data to End-User’s screen.
Hours of Availability	6 am to 6 pm Monday – Friday, excluding the County’s holidays
Measurement Period	To be determined and accepted by the County as part of the System Test Plan
Algorithm	Test transactions will be sent from the user’s desktop to an endpoint in the application, selected at random. This will be repeated 100 times, and the average response time of the 100 transactions will be recorded. 2. Step 1 will be repeated four times daily, at 9 a.m. and 10 a.m. as well as 2 p.m. and 3 p.m. for the number of days identified in the Test Plan, on business days chosen at random. 3. At the conclusion of the test period, the recorded data for all samples will be added together, divided by the number of samples, and reported.
Performance Requirement	95% of transactions returned/processed within 1 second 99% of transactions returned/processed within 3 seconds

The Contractor is required to design, develop, and implement the IPTS to ensure that transaction response time complies with the above performance requirement across the WAN. Additional MASLS that may be applicable are included in **Appendix C**. Any and all costs associated with ensuring System performance complies with the above and the required MASLs must be included within the Contractor’s firm fixed price. The County will not entertain any solution that

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requires that any piece of System hardware necessary to operate and maintain the application (other than user desktops), be housed in a location other than the NGIT Data Centers.

2.3 County Technology Office – Chief Information Officer

The County's Chief Information Officer (CIO) is responsible for direct oversight and management of San Diego County's Information Technology. These responsibilities include strategic planning and execution, developing standards and ensuring compliance, and providing overall operational support for more than 17,000 County employees at over 200 sites. The CIO has oversight responsibilities for the NGIT contract and works with County departments and agencies to provide the technology necessary for the efficient and effective performance of County business functions. The CIO will provide management and oversight of the County's administration and execution of the IPTS project.

2.4 County Technology Standards

It is the County's requirement that the System be developed on either an Oracle or Microsoft SQL platform. With respect to other technical aspects of System development, the CIO has established certain standards that apply to the development and implementation of all new technology solutions. Though not absolute, any proposed deviation from these standards requires written justification by the Contractor and prior written acceptance by the County. These standards are included in **Appendix B**. For all those standards identified therein, the Contractor shall identify the planned methodology for compliance. For any proposed deviation, the justification for this deviation and the alternative selected shall be included in the response to this RFP. If deviation from any County standard will affect the performance of other County systems, Contractor must identify the systems affected, and describe the anticipated effect.

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II. Scope of Required Solution

1. Project Goals and Objectives

The overall goal of the Project is to deliver to San Diego County a new Integrated Property Tax System that is:

- Designed, developed, and implemented through a multi-department participatory process;
- Developed in Modules of logical functionality and implemented in a phased approach;
- Developed to ensure that the first delivered and implemented Module eliminates the County's reliance on its current mainframe platform for any property tax function or process, and includes the functionality required for CAMA, Assessment Appeals, and the Data Warehouse.
- Based on modern, mainstream technology;
- To the extent practicable, built on a normalized database(s) that ensures that data is not duplicated or otherwise replicated;
- Developed with a user-interface that is intuitive, easy to navigate, and consistent across all functional areas;
- Architected for ease of administration, supportability, high availability, and scalability to meet future County needs;
- Fully-automated in its support of internal users for County business processes⁸;
- Easily utilized, providing external users with flexible options for data access/sharing; and
- Compliant with all County information technology standards as well as State and County statutory and regulatory requirements.

1.1 Multi-Department Effort

The three County departments (ARCC, TTC, and A&C) and the CTO will be actively involved in the development of this System. Specific activities they may undertake include but are not limited to project oversight and management, providing input on user interface and general design requirements; providing subject matter experts for business process clarification; and providing staff necessary for System user acceptance testing and deployment. These departments may also assist in organizational change management, and data cleansing. The Assessor/Recorder/County Clerk, the Treasurer Tax-Collector, the Auditor and Controller, the Chief Information Officer, and the Deputy Chief Administrative Officer/Chief Financial Officer together form the IPTS Executive Authority, which provides oversight, guidance, and authority to the County Project team. When communications are issued from the Executive Authority, they shall be issued by the Chief Information Officer on behalf of the entire body.

1.2 Modular Approach

⁸ Many of the current business processes are the result of a multi-system configuration. It is anticipated that business processes will be streamlined with the implementation of one integrated System. The development of the IPTS should result in increased efficiency and effectiveness across the three departments.

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The System shall be developed and implemented using a phased, modular approach. The underlying principle for this type of implementation is the systematic development and deployment of discreet functional Modules or subsystems that add value to current business processes, are a part of the complete System design, yet can be implemented and accepted by the County separately as part of a planned approach to total System development and deployment.

It is the County's requirement that Module 1 of the IPTS project should include only that functionality that is currently contained within the County's mainframe hardware platform environment, together with the functionality identified for CAMA, Data Warehouse, Assessment Appeals processing, and the necessary reports for these functions. A description of the scope of Module 1 is contained in *Appendix A* and in Exhibit D, Section IV. There are numerous interfaces going from that mainframe environment to certain other legacy systems, as well as interfaces into the mainframe environment from other external systems, all of which are considered to be part of the property tax process and included in this scope of work. The Contractor, as part of the firm fixed price, shall be required to design, develop, and implement any and all interfaces necessary to ensure that these legacy systems continue to operate with the functionality deployed in IPTS Module 1 as they currently operate with the mainframe. The County shall not be required to make any changes to these legacy systems to ensure that they continue to interface with the IPTS.

If the Contractor proposes functionality for Module 1 that exceeds the functionality described in *Appendix A* and Exhibit D, Section IV described above, the cost to the County to implement that additional functionality cannot exceed the cost to develop and implement the interfaces to those legacy systems the functionality will replace. Contractor must provide, through its Cost Proposal (PROPOSAL SUBMITTAL, Section 3), the price of the additional non-mainframe functionality and the price of the legacy interfaces that would be required if that functionality is not included. The County will then decide whether to include that functionality in Module 1. If the Contractor is proposing a COTS or other-developed software and cannot separate the Module 1 functionality from the package application, the County, for Module 1, would allow the implementation of the entire package or applicable portion of the package, but will not "configure" or otherwise customize that additional functionality to meet the requirements of the SOW as part of a Module 1 deployment. The work involved to configure and/or customize the application should be included in subsequent Modules for deployment.

1.3 Modern/Mainstream Technology

The IPTS shall be developed on technology that is robust, mature, and has been proven in the marketplace in terms of performance, functionality, supportability, and overall operation. The County's Technology Standards are included in *Appendix B* to this SOW. These standards shall apply to all of Contractor's solutions proposed for implementation in the County environment. Any proposed deviation from these standards shall be specifically identified and justified by the Contractor and approved in writing by the County prior to their use, adoption, or deployment. These standards shall apply to all of Contractor's solutions proposed for implementation in the County environment for consistency.

1.4 Normalized Database

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The current multi-system configuration resides on multiple databases, many containing the same information. The new IPTS shall be developed to ensure that data shall not be unnecessarily replicated. The database configuration shall follow Normal Forms for database design and development. It shall contain all the functionality necessary to preclude the need for System users to develop additional subsystems and databases including ACCESS and Excel to perform necessary processes. If the proposed design includes the integration of several separate systems, data shall be entered once and integrated across the multiple databases. Users shall not be required to enter the same data more than one time.

1.5 User Interface

As the IPTS will be used by multiple staff with differing skill levels, the user interface shall be intuitive and easy to understand. Additionally, as there is considerable public inquiry into property tax issues, the System must permit County customer service staff to navigate through the System quickly and with ease.

The System shall contain such features as on-line help and navigation assistance. It is preferred that the User Interface will be browser-based, using a thin-client approach to System architecture.

1.6 Full Automated Support

Included in *Table 1* is a listing of business processes and departmental functions. The IPTS shall provide fully automated support for these critical functions.

1.7 External Users

The IPTS must be capable of interfacing both with internal County systems as well as with systems external to the County. The IPTS shall be flexible enough to accommodate the data sharing requirements of these systems – in both data elements to be shared as well as the technology employed in data transfer. The IPTS shall be designed and developed to ensure that no changes are required to any external system in order to provide the required interfacing with the IPTS. Any data transformation or other processes required to ensure system compatibility is a requirement of the Contractor, not any external party – including NGIT.

1.8 Compliant with County Technology Standards

County Technology Standards are outlined in *Appendix B* to this SOW. Included are standards for development tools and methodologies, hardware and software standards, service and performance levels, infrastructure requirements, and standards for defect resolution. Any proposed deviation from these standards shall be specifically identified and justified by the Contractor and approved by the County prior to their use, adoption, or deployment.

These standards shall apply to all of Contractor's solutions proposed for implementation in the County environment for consistency.

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2. Required Functionality

2.1 System Functionality

2.1.1 Business Functionality: The IPTS shall include the automation necessary to support, at a minimum, the following business functions (Table 1.). A high-level description of these functions is included in the Use Cases presented in *Appendix D*. Additional information can also be found in the 2003 Requirements Analysis, Volume 3 (contained in *Appendix H*). Included as part of the required business functionality of the IPTS is the generation of all necessary reports, forms, notices, letters, and billings (necessary in the new single-system environment). Descriptions of many of the *current* outputs are included in the 2003 Requirements Analysis, Volume 5. Although many of these outputs are generated as a result of current system(s) limitations (e.g. error reports for batch processing and transaction reports for multi-system synchronization), and would not be necessary with the implementation of one integrated System, they should be used as an indication of the nature and extent of outputs that will be required as part of the new System development. If the Contractor proposes to integrate several separate applications to accomplish the requirements of the IPTS, error and other reports necessary to monitor system synchronization and integration will be required. The Contractor shall, as part of the firm fixed price, design, develop, test, and implement these required reports.

Table 1.

Business Functionality

FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
PROPERTY ASSESSMENT			
Parcel Creation			
Maintain Parcel	Daily	3K parcel cuts / yr	Jul 1
Review Parcel Update	Daily	3K parcel cuts / yr	Jul 1
Change of Ownership			
Assign Parcel Number to Document	Daily	600-700 transactions / day	
Change Owner	Daily	600-700 transactions / day	
Determine Reassessment	Daily	120K transactions / yr	
Generate Change in Ownership Form	Weekly	100-200 forms / wk	
Business Personal Property Identification / Valuation			
Determine Business Property ID	Annually	75K accounts / yr	Sep - Nov
Generate Business Property (571) Forms	Annually	75K accounts / yr	Jan, Feb

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
Value Business Property	Daily	75K accounts / yr	
Permit Management			
Maintain Permits	Daily	80K permits / yr	
Issue ODNF Form	Daily	80K permits / yr	
Report Sub-threshold Permits	Annually	Very small	
Maintain Builder's Exclusion	Daily	700-1000 Claim Forms / yr	
Exemption/Exclusion Management			
Exclusions (all types)	Daily	10K claims/yr	
HOX Management			
Generate HOX Claim Form	Daily	9K claims / mo	Feb
Process HOX Claim Form	Daily	4K forms /mo	
Audit HOX Claim	Daily	4k forms /mo	
Receive HOX Follow-up Letter	Daily	5K letters / mo	
DVX Management			
Process DVX Claim Form	Annually	350 forms / yr	
Audit DVX Claim	Annually	350 forms / yr	
Generate Annual DVX Claim Form	Annually	350 renewals / yr	Filing deadline Feb
Receive DVX Audit Follow-up	Daily	350 letters / yr	
Receive DVX Annual Follow-up	Annually	350 letters / yr	
IX Management			
Receive IX Claim Form (First Time Enrollees)	Annually	5K forms / yr	
Generate IX Claim Form	Annually	5K forms / yr	Gen Dec, mail Jan
Audit IX Claim Form	Annually	5K forms / yr	
Age and Deny IX Claim	Annually	1500 claims / yr	
Appraisal			
Change in Ownership, New Construction			
Appraise CIO – Residential	Daily	100K appraisals / yr	
Appraise CIO - Commercial	Daily	100K appraisals / yr	
Temp Reductions (Prop 8)	Annually	30-250K reviews /	

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
of Property Value		yr	
Appraise New Construction	Daily	85K permits / yr	
Appraise Special Property Types	A/C	----	
Calculate Fractional Transfer	Daily	85K permits / yr	
Assessment Appeals			
File Appeal	Daily	50K appeals / yr	Jul - Nov
Assign Appraiser	Daily	50K appeals / yr	
Assign to Schedule			
Assign Appraiser to Tent. Commercial Schedule	Daily	50K appeals / yr	
Assign Date on Clerk's Schedule	Daily	50K appeals / yr	
Capture Appraiser's Recommendation	Daily	50K appeals / yr	
Track Replies	Daily	3500 replies / yr	
Closing the Case			
Resolve the Case	Daily	50K appeals / yr	
Turn Over Register	Daily	50K appeals / yr	
Post Completion Date	Daily	50K appeals / yr	
Re-Open Case	Daily	100 transactions / yr	
TRA Fund Maintenance			
Log LAFCO Proposal	Daily	100 proposals / yr	
Respond to LAFCO Proposal	Daily	100 proposals / yr	
Receive SBE Approval	Daily	create/kill ~ 50 TRAs / yr	
Perform TRA Look Alike	Daily	50/yr	
Update Resolution Log	Daily	40 log entries / yr	
Perform TRA Cut	Daily	create/kill ~ 50 TRAs / yr	
Maintain TRA	Daily	100 proposals / yr	
Maintain Fund	Daily	100 proposals / yr	
Maintain TRA Fund Structure	Daily	100/ yr	
TAX PREPARATION			
Agent / CORTAC Maintenance			
Solicit Impound Data	Annually	20-25 letters / day	Jul, Aug
Maintain CORTAC	Daily	20-25 responses /	

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
		day	
Identify Annual CORTAC Properties	Annually	20-25 responses / day	Jul, Aug
Roll Generation / Management			
Assessment Roll Generation			
Generate Secured Assessment Roll	Annually	1 million records / yr	Jun
Generate Business Personal Property Roll	Weekly	10K transactions / wk	Mar – Jun
Generate Supplemental Assessment Roll	Twice per mo	200K transactions / yr	
Generate Secured Escape – Assessment Roll	Daily	1K transactions / yr	
Generate Unsecured Escape – Assessment Roll	Daily	10K transactions / yr	
Generate Failure to File (CIO)	Daily	5K transactions/ yr	
Generate Failure to File (Legal Entities)	Annually	New legislation	
Tax Roll Generation			
Secured Tax Rate Compilation			
Compute and Compile Fund Secured Tax Rate	Annually	150+ funds	Aug, Sep
Prepare Fund Secured Tax Rate Resolution	Annually	1 resolution / yr	Aug, Sep
Compute and Compile Secured TRA Tax Rate	Annually	5K TRAs / yr	Aug, Sep
Compute Average Unitary Tax Rate	Annually		Aug, Sep
Update Fund File	Annually	72 letters / yr	Jun
Unsecured Tax Rate Compilation			
Update and Compile Unsecured Tax Rates	Annually	5K tax rates / yr	Dec
Fixed Charge Special Assessment (FCSA)			
Generate Request for Information (FCSA Funds)	Annually	220 letters / yr	May, Jun
Gather FCSA Data by Parcel	Annually	5million+ assessments on 1	Jul, Aug

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
		million parcels / yr	
Secured Tax Roll Generation			
Extend Secured Roll	Annually	1M+ transactions/yr	Sep
Quality Assurance for Secured Roll Extension	Annually	10K transactions / yr	Sep
Extend Supplemental Tax Roll	Daily	200K records / yr	
State Roll Generation			
Create State Roll	Annually	1K records/yr	Jul
Unsecured Tax Roll Generation			
Extend Unsecured Roll	Daily	20K ROLL records / wk	Apr, May
Escape Tax Roll Generation			
Generate Secured Escape – Tax Roll	Daily	2K records / yr	
Generate Unsecured Escape – Tax Roll	Daily	10K records / yr	
Defaulted (Secured) Tax Roll Generation			
Process Defaulted (Secured) Tax Roll	Annually	80K records / yr	Jul
Generate Default Statement	Annually	80K records / yr	Jul
Delinquent (Unsecured) Tax Roll Generation			
Process Delinquent (Unsecured) Tax Roll	Annually	40K records / yr	Jul
Roll Corrections			
Make Pending Assessor-Initiated Corrections	Daily	100K records / yr	
Make Pending Auditor-Initiated Corrections	Daily	3K records / yr	
Make Pending Tax Collector-Initiated Corrections	Daily	20K records / yr	Jun, Jul
Accept Pending Corrections to Tax Roll & Extend	Daily	150K records / yr	

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
Separate Valuation Collector's Cuts/Redemption Cuts	Daily	10K transactions / yr	
Year End/Year Begin			
Close Current Secured	Annually	1.2 million records / yr	Jun
Flag unpaid bills for Unsecured, Defaulted Secured, or Carry Over roll.	Annually		June
Open/generate Carry Over Roll	Annually		July
Close Defaulted Tax Roll	Annually	100K records / yr	Jul
Open Combined Defaulted Tax Roll	Annually		Jul
Identify Mismatched Parcels	Annually	200 transactions / yr	Jul
Close Unsecured Tax Roll	Annually	300K records/yr	Jun
Identify Discharged bills	Annually		July
Generate Extension of Certificate of Tax Liens	Annually		July
Roll Forward Tax Roll to New Tax Year	Annually	300K records/yr	Jul
Billing / Accounts Receivable			
Generate Secured Bill			
Print Annual Secured Tax Bill	Annually	1M+ bills/yr	Sep
Print Annual Secured Tax Information Statement	Annually	500K statements/yr	Sep
Generate Unsecured Bill			
Generate Unsec Business Personal Property Bill	Daily	10K bills/wk	
Generate Other (MH, PI, SBE) Unsec Tax Bill	Daily	200 bills/wk	Jul
Generate Supplemental Bill	Daily	200K bills/yr	
Generate Escape Bill and Failure to File			
Generate Secured Escape Bill	Daily	5K bills/yr	
Generate Unsecured Escape Bill	Daily	10K bills/yr	Jan, Oct-Nov

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
New Owner Bill Generation			
Generate New Owner Bill	Daily	35K bills/yr	
Corrected Bill Generation			
Generate Corrected Bill (Secured, Unsecured, Defaulted Secured)	Daily	10K bills/yr	
Secured Reminder Bill Generation			
Generate Secured Reminder Bill	Monthly	75K notices / yr	Jan
Generate Certificate of Tax Lien			
Record Certificate of Tax Lien	Monthly	7500 certificates /yr	Oct
Release Certificate of Tax Lien (and Invalid Lien Release)	Daily	5K certificates / yr	
Notice Generation			
Secured Notice Generation			
Generate Secured Reminder Notice	Monthly	100K notices/yr	May
Generate 5-year Plan and 4-year plan Reminder	Annually	1K notices/yr	May
Generate 5-year Plan and 4-year plan Default Notice	Annually	1K notices/yr	May
Generate Notice of Intent to Enforce Collection – Mobile Home, PI	Bi-Annually	5K notices/yr	Jan and May
Unsecured Notice Generation			
Generate Unsecured Reminder Notice	Bi-Annually	25K notices/yr	June and July
Generate Penalty Warning Notice	Bi-Annually	15K notices/yr	Aug
Generate Notice of Intent to Enforce Collection – Bus Personal Property	Monthly	10K notices/yr	Sep
Generate Final Notice	Monthly	7K notices/yr	Sep
Generate Urgent Notice	Annually	3K notices/yr	Jan
Generate Notice of Seizure	Daily	100K notices/yr	
TAX COLLECTION			
Payment Processing			

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
Process Payment	Daily	250K rec/day	Dec. and April
Payment Consolidation/Reconciliation	Daily		Dec and April
Turnover			
Turn Over Secured Tax Collection	Collection threshold	1.5 million transactions / yr	Dec, Apr
Turn Over Defaulted Secured Tax Collection	Monthly		
Turn Over Unsecured Tax Collection	Monthly		
Turn Over Supplemental Tax Collection	Monthly		
Turn Over Racehorse Head Tax Collection	As collected or Annually	100/ yr	
Delinquency Processing			
Process Bankruptcy Accounts	Daily	5K records / yr	
Assign Unsec Delinq Accounts to Enforcement Officers	Monthly	20K accounts / yr	Oct
Post Penalties to Overdue Receivables			
Post Penalties, Secured Annual	Daily	200K records / yr	Apr, Dec
Post Penalties, Supplementals & Escapes	Daily	10K records / yr	
Post Penalties, Defaults	Daily	100K records / mo	Jul
Post Penalties, Corrected Defaults	Daily	100K records / mo	Jul
Post Penalties, Unsecured Business Personal Property	Daily	50K records / yr	Sep
Post Penalties, Unsecured Transfers	Daily	6K records / yr	Jun – Jul
Payment Plans			
Four-Year Plan			
Candidate Escapes for 4-Year Plan - Flagging			
Flag Candidate Secured Escapes for 4-Year Plan	Daily	2500 escapes/yr	
Flag Candidate Unsecured	Daily	1K escapes/yr	

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
Escapes for 4-Year Plan			
Candidate Escapes for 4-Year Plan - Update			
Update Candidate Sec Escapes for 4-Year Plan	Daily	2500 escapes/yr	
Update Candidate Unsec Escapes for 4-Year Plan	Daily	1K escapes/yr	
Default Escapes for 4-Year Plan			
Process Default Secured Escapes for 4-Year Plan	Annually	100 escapes/yr	Apr
Process Default Unsec Escapes for 4-Year Plan	Annually	500 escapes/yr	Jul
Four-Year Plan Revision for Roll Correction			
Revise 4-Year Plan for Roll Correction, Secured & Unsecured	Weekly	1K rec/yr	
Five-Year Plan			
Flag Candidate for 5-Year Plan	Annually	35K rec/yr	Jul
Update Candidate for 5-Year Plan	Daily	2K rec/yr	Jul
Calculate Interest on 5-Year Plan	Monthly	2K rec/yr	
Recalculate 5-Year Plan for Roll Correction	Daily	100 rec/yr	
Default 5-Year Plan	Annually	500 rec/yr	May
Tax Sales			
Process Power to Sell			
Identify Eligible IPTS Parcels	Annually	2500 parcels / yr	May
Assign Item Numbers & Prepare IPTS Advertising & Notices	Annually	2500 parcels / yr	May
Prepare & Record Notice of Power to Sell	Annually	2K parcels / yr	Jul
Update Roll with Notice of Power to Sell (NPTS)	Annually	2K parcels / yr	Jul – Aug
Process Rescission			
Prepare & Record Rescission	Daily	1500 transactions / yr	
Update Roll with	Daily	1500 transactions	

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
Rescission		/ yr	
Process Correction or Cancellation of Recorded Document	Daily	250 transactions / yr	Sep
Prepare & Record Tax Deed to Purchaser	Daily	500 transactions / yr	Mar – Apr
Sale Type Determination	Daily	2Krec/yr	Aug, Sep
Tax Sale Preparation			
Preparation of Site Visit Property List	Daily	250 parcels/year	Oct, Nov-Feb
Preparation & Mailing 30 Day Letters	Daily	1K letters/yr	Nov-Dec
Preparation & Production of Brochure	Daily	1500 brochures/yr	Nov
Preparation & Production of Board Exhibit	Daily	1750 exhibitions/yr	Oct
Notice of Sale to Parties of Interest Mailing	Daily	5K notices /yr	Oct-Jan
Minimum Bid Setting	Daily	1750 bids/yr	Oct
Process Title Search			
Title Search Tracking	Daily	2k rec/yr	Aug-Nov
Title Search Ordering	Daily	2K searches/yr	Aug-Sep
Notification of and Processing of Excess Proceeds	Daily	200 parcels/year	April-June
Refunds			
Current and Prior Years and Unsecured Refund			
Process Current and Prior Years and Unsecured AAB Refund	Daily	5K refunds / yr	
Process CY, PY and Unsec Refund Other Than AAB	Daily	15K refunds / yr	
Process Claim Form	Daily	15K transactions / yr	
Refund of Overpayment	Daily	10K refunds / yr	
Transfer Payments	Daily	7K transactions /yr	
Application of Unidentified Payments	Daily	7K transactions / yr	
Refund on Negative Supplemental	Daily	20K refunds / yr	
Process Dishonored	Daily	5K transactions /	

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
Checks		yr	
CY and PY Public Acquisition – Tax Cancellation/Proration	Daily	7K parcels / yr	
Separation of Billing – Defaulted Supp & Escapes	Daily	500 transactions / yr	
Racehorse Tax Processing			
Process Racehorse Tax	Annually	500 transactions / yr	Jan
TOT Tax Processing			
Process and maintain TOT Tax	Daily		Quarterly
Generate Tax Clearance Certificates			
Manufactured Homes Tax Clearance Certificates	On demand	3K trans/yr	
Subdivision/Parcel Map Tax Clearance Certificate	On demand		
APPORTIONMENT			
TRA and Fund Assessed Valuation			
Establish RDA/IFD Base Value	Annually	600 RDA/IFD TRA / yr	Starts in May
Compile TRA and Fund AV	Annually	2K funds – 5K TRAs / yr	
Calculate Incremental AV (RDA and IFD)	Annually	600 RDA/IFD TRA / yr	Jul
Calculate TRA and Fund Equalized Roll	Annually	2K funds – 5K TRAs / yr	
Apportionment Factors Determination			
Process AB8			
Calculate 1% ATI Ratio for New TRA	Annually	300 jurisdictional exchanges / yr	Jul
Process PY TRA Value Transfer	Annually	300 calculations / yr	Aug
Process TRA and Fund Base Revenue Transfer		300 calculations / yr	Aug
Process Negotiated Exchange	Annually	2K funds – 5K TRAs / yr	Aug
Calculate TRA and Fund Annual Growth	Annually	2K funds – 5K TRAs / yr	Aug
Calculate CY Fund Tax	Annually	2K funds – 5K	Aug

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
Base within TRA		TRAs / yr	
Calculate Apportionment Factors for 1% Revenue	Annually	2K funds – 5K TRAs / yr	Sep
Process RDA			
Identify RDA Fund Impact	Annually	70 redevelopment projects	Jul
Computation of RDA Tax Increment	Annually	70 RDAs, 2K funds, 600 RDA TRAs	Aug
Adjust 1% RDA Increment	Annually	70 RDAs, 2K funds, 600 RDA TRAs	Aug
Determine RDA Fund Impact	10 times / yr	70 RDAs, 2K funds, 600 RDA TRAs	
Calculate RDA/IFD Apportionment Factors	Annually	2K funds – 5K TRAs / yr	Aug, Sep
Determination of Ratios			
Calculate Supplemental Ratios	Per apport.	4K records / yr	Sep, Oct
Calculate Miscellaneous Ratios	Annually	1 record / apportionment	Sep, Oct
Calculate Interest Ratios	Annually	4K ratios / yr	Sep, Oct
Calculate Debt Service Ratio for Unitary TRA	Annually	2 TRA & 300 funds	Sep, Oct
Calculate ERAF Sub-Apportionment Ratios	Per apport.	4K records / yr	Sep, Oct
Calculate 1% Ratios for Unitary TRAs	Annually	1500 ratios / yr	Sep, Oct
TRA/Fund Allocation			
Revenue Allocation			
Allocate Current Secured and Current Secured HOE Revenue and Collection	Per apport.	5K TRAs, 2K funds	
Allocate Delinquent Secured Revenue and Collection	Per apport.	150K TRA-fund combinations	
Allocate ERAF Revenue And Collection	Annually	> 1 million transactions / apportionment	
Other Revenues & Collections Allocation			
Allocate Other Revenues	Per apport.	> 1 million	

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
& Collections		transactions / apportionment	
State Unitary Revenue & Collection Allocation			
Allocate Current, Delinquent Secured & Delinquent Unsecured State Unitary Revenue and Collection	Per apport.	2 TRAs & 300 funds	
Sales Tax Revenue & Collection Allocation			
Allocate Sales Tax Revenue & Collection	Monthly	15 funds	
Fee Allocation			
Allocate Property Transfer Fees (Revenue & Collection)	Monthly	19 funds	
Allocate Highway Property Rental Fees (Revenue & Collection)	Annually	1K parcels / yr	
Allocate Racehorse Ownership Fees (Revenue & Collection)	Annually	500 transactions / yr	
Current & Delinquent Aircraft Revenue & Collection			
Allocate Current & Delinquent AirRDAft Revenue & Collection	Per apport.	150K TRA-fund combinations	
Allocate Tax Sale Revenue and Collection			
Allocate Tax Sale Revenue & Collection	Annually.	5K TRAs, 2K Funds	
Identify RDA			
ID RDA MWD Fund	Annually	600 records / yr	
ID RDA CPI Pass-Through Fund	Annually	600records / yr	
CPI Calculation			
Calculate Compound CPI Pass-Through	Annually	600records / yr	
Calculate CPI Pass-Through Amount	Annually	600RDA TRA / yr	
CPI Pass-Through			

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
Allocation			
Allocate CPI Pass-Through Amount	Annually	600 records / yr	
Supplemental Revenue & Collection Allocation			
Allocate Supplemental Revenue and Collection	Per apport.	5K TRAs	Jul
Adjustment			
Admin Cost Fees Calculation			
Calculate Admin Cost Fees	Annually	500 fund records / yr	
RDA Service Fees Calculation			
Calculate RDA Service Fees	Annually	70 RDA funds & 10 tasks	
Roll Correction & Fee Processing for FCSA			
FCSA Roll Correction & FCSA Fee Processing	Daily	5000 transactions / yr	
Teeter Processing			
Create Teeter Fund Revenue Buy-Out	Annually	1.5K fund, 5K TRAs / yr	
Create Teeter Fund Revenue Buy-Out Adjustment	Annually	1.5K fund, 5K TRAs / yr	
Create Teeter Revenue by Parcel	Daily	200K parcels, 2K funds, 5K TRAs / yr	Apr-Jul
Create Teeter Credit Adjustment	Annually	150K TRA-fund combinations / yr	
Refund Allocation			
Allocate Refunds	Per apport.	5K TRAs	
Distribution			
Distribute Revenues, Collections, Adj & Refunds	14 times /yr	1 million records / run; 14 million records / yr	Dec, Apr
Distribute RDA 1290 Revenue	10 times /yr	600 RDA TRAs	
Calculate AB/1290 Pass-Through	Annually	20 projects	
Homeowner Exemption Claim			

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FUNCTION or PROCESS	Freq	Volume	Peak or Deadline
Gather Homeowner Exemptions (HOE)	Annually	1.5M parcels, 5000 TRAs	

2.1.2 Data Warehouse Functionality

The Contractor shall design, develop, test, and implement a Data Warehouse. It is envisioned that the County will be able to gain significant benefits from the large amount of data that will reside in the IPTS database. In order to leverage that data with minimal impact on the production System and empower users with the ability to utilize the data for reporting and analysis purposes, a data warehouse System shall be designed and built in conjunction with the IPTS database.

The Contractor's data warehousing solution shall provide the County with an information infrastructure that provides the right information to the right people at the right time.

2.2. System Performance and Availability

2.2.1 Performance

Estimates of transaction volumes are included above in **Table 1**. The County's data centers reside in Plano, Texas, and Tulsa, Oklahoma. The IPTS system shall be installed on hardware at one of these two sites and operate across a Wide Area Network to the San Diego business department locations. The Contractor shall be responsible to ensure that the system operates across this WAN environment and that system performance is within levels acceptable to the County. The Minimum Acceptable Levels of Performance to the County for the IPTS performance across the WAN shall be:

Transaction Response Time (Server Systems – Across WAN)

Name	Application Transaction Response Time (Server Systems – Across WAN)
Definition	The length of time an application requires to transmit and process a request across the WAN, and then return data to End-User's screen.
Hours of Availability	6 a.m. to 6 p.m. Monday – Friday, excluding the County's holidays
Measurement Period	To be determined and accepted by the County as part of the System Test Plan
Algorithm	Test transactions will be sent from the user's desktop to an endpoint in the application, selected at random. This will be repeated 100 times, and the average response time of the 100 transactions will be recorded. 2. Step 1 will be repeated four times daily, at 9 a.m. and 10 a.m. as well as 2 p.m. and 3 p.m. for the number of days identified in the Test Plan, on business days chosen at random. 3. At the conclusion of the test period, the recorded data for all samples will be added together, divided by the number of samples, and reported.
Performance Requirement	95% of transactions returned/processed within 1 second 99% of transactions returned/processed within 3 seconds

The Contractor is required to design, develop, and implement the IPTS and/or component Modules to ensure that transaction response time complies with the above performance requirement across the WAN. Additional MASLs that may be applicable are included in **Appendix C**. Any and all costs associated with ensuring System performance complies with these required MASLs must be included within the Contractor's firm fixed price. The County

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will not entertain any solution that requires that any System hardware necessary to host the application, be housed in San Diego County and not at the NGIT Data Centers.

Prior to - and as a condition of - Acceptance of each Module and the System as a whole, Contractor shall demonstrate that each such Module or the System (as the case may be) can be Operated and Maintained in accordance with the applicable MASLs. Following Acceptance of each Module or the System as a whole, and prior to Acceptance of NGIT Administrator Training for the System as a whole, Contractor shall Operate and Maintain each such Module or the System as a whole (as the case may be) in accordance with the MASLs.

2.2.2 Availability

Public users should generally have access 24 hours a day, seven days a week, with the caveat that very little usage is expected in the midnight – 5am timeframe. Public users shall access the System data through the County web application. County users will utilize the System heavily during normal business hours (6am – 6pm, M-F), and less heavily from 6pm to 10pm.

2.3. System Scalability

2.3.1 System Users

The number of County employees that use the System is not expected to change significantly over the next 3-5 years. The following projections can be used when determining System requirements.

- For Treasurer/Tax Collector: 135 concurrent users.
- For Assessor/Recorder/County Clerk: 350 total users with 250 concurrent users.
- For Auditor and Controller: 20 concurrent users.
- For Clerk of the Board: 20 concurrent users.
- Additionally, the IPTS will be accessed as read-only by users in a number of other County departments as well as being accessed by the public through the Internet. With over 1,032,000 individual parcels on the secured tax roll, the number of public users accessing IPTS data through the Internet will be high. Additionally, as the vast majority of the tax bills are generated twice a year, public use will be concentrated around that periodic generation of the billing statements. Although no estimation of public use can be made with any certainty, it can be said that there are probably over 100,000 individual users who would be accessing System maintained data through the web.
-

2.3.2 Data Capacity

The following *estimates* are given for identified entities and related data elements. A discussion of these entities, their attributes, and a conceptual corresponding Entity Relationship Diagram (ERD) can be found in the 2003 Requirements Analysis, Volume 2. These volumes are given as estimates only, and should not be considered absolute capacity requirements. The System shall contain, at a minimum, 20 years of transaction and historical data.

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Entity	Transaction Volumes	Current Record Capacity (estimated⁹)	5-Year Capacity Projection
AGENT	100 Agents Maintained/year	100	100
APPEAL	30,000 appeals filed/year	300,000	450,000
APPORTIONMENT	>1,000,000 txn/ apportionment at 25 apportionments per year	250,000,000	375,000,000
APPRAISAL	316,000 appraisals/year	3,160,000	4,740,000
BANKRUPTCY	5,000 bankruptcies filed /year	50,000	75,000
CUT	3,000 parcel cuts/year	30,000	45,000
DOCUMENT	300-400 documents generated daily, 600-700 end of month peak	1,250,000	2,000,000
EXEMPTION	4,000 exemptions filed/month	480,000	720,000
FUND	2000 agency funds on file	2000	2000
NOTE	2,000,000 notations made/year	N/A	10,000,000
NOTICE/REMINDER	3,800,000 notices generated/year	N/A	19,000,000
OWNER	1,250,000 property owners on file	12,500,000	18,750,000
PAYMENT	>1,900,000 payments made/year	>19,000,000	>28,500,000
PERMIT	80,000 permits issued/year	800,000	1,200,000
PROPERTY	25,000 new properties added /year	1,032,000	1,100,000
PROPOSAL	100 LAFCO proposals received/year	1,000	1,500
RECEIVABLE DETAIL	>1,900,000 receivable entries made/year	19,000,000	28,500,000
REFUND	50,000 refunds issued	100,000	150,000

⁹ These amounts are estimates only. Analysis was not performed on current systems to determine the volume of data stored to date– the Contractor shall confirm current volume of data stored prior to System design.

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Entity	Transaction Volumes	Current Record Capacity (estimated ⁹)	5-Year Capacity Projection
	/year		
RESOLUTION LOG	100 resolutions received/year	1,000	5,000
REVENUE	1,900,000/year	19,000,000	28,500,000
ROLL (secured, unsecured, supplemental, escape)	Over 1,000,000 parcels currently on the secured roll	1,032,000	2,100,000
SPECIAL ASSESSMENT	5,000,000 special assessment/year	50,000,000	50,000,000
SYSTEM TABLE	10,000 individual data elements contained in tables	10,000	10,000
TAX SALE	2000 properties sold/year	20,000	30,000
TAXING AGENCY	350 taxing agencies	500	500
TRA	140 changes/year	5000	5700
TRANSFER/SALE	125,000 properties transferred/year	1,250,000	2,000,000
WORK QUEUE	15,000,000 records in the queue per year	N/A	75,000,000

2.4. System Backup and Recovery

The Contractor shall propose, and ensure the functionality of a backup and recovery architecture that guarantees the IPTS is fully protected against loss of software or data due to fault or disaster. See *Section III of this SOW (Statement of Work and Technical Proposal)* for requirements. During System development, the Contractor shall work with NGIT to ensure that the System has the necessary architecture to comply with County standards for backup and recovery.

3. Technology Scope

3.1 Current Systems Environment

3.1.1 Current Systems

The new IPTS shall replace the current multiple-system environment. Table 3 identifies those internal systems to be replaced. Additionally, when completed, the IPTS shall also replace the various Access databases and Excel spreadsheets that are currently used to perform certain property tax functions. A description of many of these systems can be found in the 2003 Requirements Analysis, Volume 4.

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Table 3.
Systems Replacement

System Acronym/Name	System Description	Department
Mainframe	IBM 3090 Primary data store and data entry system	All
Tax Sale (POS)	Access database to maintain data on properties that have pending auctions	Tax Collector
Excel	Various accounting, financial and statistical spreadsheets.	Auditor and Controller
EZ Access(Jwalk)	Assessors unsecured business system	Assessor and Auditor and Controller
TRAI/ACTI	Tax Rate Area Index	Assessor, Auditor and Controller
ISLC Batch Control	Batch set up tool	Auditor and Controller
Optics	Access database that tracks and maintains property tax vendor invoice log.	Auditor and Controller
G.O. Bond Access	Maintains and generates the Schools' Government Obligation Bond Payment Schedule	Auditor and Controller
CBAA	Clerk of the Board Assessment Appeals	Auditor and Controller, Assessor, Tax Collector, Clerk of the Board
Roll Corrections ASRC and ACRC	Roll Corrections system	Assessor, Tax Collector, Auditor and Controller
TRUSTREF	Document tracking to the tax collector for refunds and corrections	Tax Collector
Nucleus	Mainframe with ADABAS database. Assessors Secured Property System	Assessor
AS400 Query	Query/reporting tool used for data sales extracts and FTP jobs on AS400	Assessor
Comp Sales	Comparable sales program	Assessor
AAB LABELS	Generate labels for Assessment Appeals Applications	Assessor
CutLog	Cut Log application	Assessor
AgPreserves	Agricultural Preserves databases	Assessor
Rental Mobile Homes	Database tracks mobile homes that are rented.	Assessor
ROP	Resident owned property Mobile Homes	Assessor
Prop60/90/110 Exclusions	Prop 60/90/110 Tracking System	Assessor

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System Acronym/Name	System Description	Department
Mills/Prop13	Tracking Mills Act properties	Assessor
Parent/Child Exclusions	Track parent child transfers and Prop58 million dollar limit	Assessor
MH Tax Collector	Track taxes on Mobile Homes	Tax Collector, Assessor
MPR Online AS/400	Property data and inquiry used by AS/400 Applications and Queries	Assessor
PAR Online AS/400	Property data and inquiry used by AS/400 applications and Queries	Assessor
Supplemental Online	Property data and inquiry used by AS/400 applications and Queries	Assessor
TimeShare	Track time share properties	Assessor
Business Audit Tracker	Track Business Audits	Assessor
PAR Tracker Corrections DB	Tracks parcels being corrected	Assessor
CAMA/CMA	Computer Aided Mass Appraisal	Assessor
AES Prop8	AES - Prop8 valuation/tracking system	Assessor
AES AAB	AES - Assessment Appeal packet creation and tracking	Assessor
Apex	Apex Appraisers drawing tool	Assessor
Parsheet Cuts v2.02	Tool for assessing fractional ownership values & Parcel cut valuation tool	Assessor
Code 1	Address Validation Software	Assessor
All-In-One Spreadsheet	Index tracking and Fractional Programs	Assessor
VRA	Values, Rates, and Apportionment	Auditor and Controller
Tax Sale (POS)	Point of Sale Tax Sales - Used to track sales on defaulted properties.	Treasurer/Tax Collector
Homeowner Exemptions	HOX Claims and Letter tracking system on AS/400.	Assessor
Prop8 Database	Process and Track Prop8 Temporary reductions in value.	Assessor
Marshall & Swift	Estimator Program	Assessor
PA53/54 PAR corrections	Property Maintenance and Manual clearing database.	Assessor
Parcel Maintenance Current Page Status Sheets	Track Current Book and Page assignments for Mapping.	Assessor

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3.1.2 Interfaces

Interfaces include but are not limited to data and other transfers from one system/process to another through FTP, import, export, flat file, batch job, scheduled job, manual job, or report.

Table 4 contains a listing of systems/processes that comprise the *current* interface environment. These are systems external to the IPTS, with which the IPTS shall exchange data (receive and/or send data). The design, development, testing, and implementation of these interfaces shall be performed by the Contractor and are included in this scope of work. The interfaces must be designed and implemented to ensure that the external systems will not require any modification to accept and/or exchange data with the IPTS. Any data transformation to allow for data exchange must be accomplished through the interface, the development and implementation of which is the responsibility of the Contractor. Additional information regarding these systems can be found in the 2003 Requirements Analysis, Volume 4.

Additionally, as certain interfaces are maintained with parties external to the County, the County shall identify the points of contact and the Contractor shall contact and work directly with these external agencies on all interface-related matters. Involvement of County staff, past the identification of the contacts, shall not be required.

Table 4.
Interface Environment

System Acronym/Name	Description	Usage	Dept.
Oracle Financial System	Refund Warrant Generation	Refund Information (inbound and outbound)	A&C, T-TC
Oracle Financial System	Tax Revenue Distribution to Agencies	Warrant Issuance	A&C
<u>TrustRef</u>	SQL Database- Interface is electronic input from mainframe- Maindata.txt - Mainframe on a nightly basis creates the maindata.txt file and then sends to FTP server COSDi018P. Then a TrustRef scheduled task on server COSDA144P pulls the data from this FTP server and loads the TrustRef Database on COSDA099P.	Property tax refund system	TTC
Tax Sale Database	(Access Database application)- Interface is electronic input from mainframe- TRDS.P.MSTR.DOWNL	Property tax sale information	TTC

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	OAD.TAXSALE is a mainframe file, which is used to create the input file for the Tax Sale Database system. This file contains the defaulted properties eligible for the tax sale. <u>This job is on-demand and is manually enabled as needed.</u>		
CORTAC	CORTAC Input	Committee for Reciprocal Tax Accounting Input Information	T-TC
CORTAC	CORTAC Output	Auditor/Controller lending Institute Output	A&C
PTS	City of San Diego Permit tracking System	On-line access to Building Permit Information – not an interface, but system access	Assessor
ERP	Financial accounting System input	Oracle financial accounting system	A&C T-TC
ERP	Financial accounting System output	Oracle financial accounting system	A&C
Payment Processing	Tax bill Payments Input	Import payment information into property tax system	T-TC
Payment Processing	Billing information for remittance system	Export to payment processing	T-TC
Payment Processing	Bank statement download and balance	Download electronic bank statements and balance transactions	T-TC
Payment Processing	Workflow	System shall interface with the workflow modules of the payment processing System to accept data or work-in-process.	T-TC
NetVantage	Cashiering System	Upload/Download of payment-receivable information	T-TC
Recorder System Interfaces	Receive Recorded Document Information and Death Index	File of recorded information of interest to the Assessor retrieved from the recorders System	Assessor
Voice Response System (Sonant)	Voice Response System and credit card payments	Update/ maintain VRS data	T-TC
DMV	Receive California DMV Input for Marine updates. Secure FTP	California DMV Input	Assessor

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MLS	Sandicor - Import MLS Sales History	Appraisal Information Tool	Assessor
Coast Guard (MIS)	Coast Guard Vessel information	Merchant Vessel information	Assessor
Unsecured Roll corrections	Unsecured Roll correction transactions from EZ Access System	Update Unsecured roll on the mainframe	Assessor
Mainframe	Apportionment Output - School district file	Apportionment file	A&C
AUTOCAD - KINOSA	Input from AUTOCAD	Input from AUTOCAD that contains the new cuts	Assessor
Export Prop 60/90Base Value transfer to BOE	Report Prop 60/90 transfers to state board quarterly	Report prop 60/90 transfers to state board Quarterly	Assessor
Export Prop 58/193 Exclusions to BOE	Report Prop58/193 Exclusions to state board quarterly	Report Prop58/193 exclusions to state board Quarterly	Assessor
MCL Export to BOE	Multiple claims for Homeowners and Veterans Exemptions	Report Multiple Exemption claims to BOE	Assessor
MCL Import From BOE	Multiple claims for homeowners and Veterans Exemptions	Receive Multiple claims file from BOE	Assessor
HCD Manufactured Home Import.	Manufactured Home Information Updates	Receive Manufactured Home file from HCD	Assessor
Annual Building Permit Inspection	Annual Building Permit Inspections status from City of SD	Receive Annual Building Permit Inspection Status updates	Assessor
Export SDR Business Account Key Data	Annual Extract for SDR System	Send Annual Business Account Extract to Orange County SDR system	Assessor
Receive SDR Property Statement filings	Business Property Statements from SDR System	Receive Business Property Statement filings from Orange County SDR System	Assessor
Receive E-file Business Property statements	Business Property 571L Statement from Web Application	Receive E-file Business Property statements from Web Application	Assessor
Export to ParcelQuest	Extract of Property Characteristics, MPR,PAR, Grantor /Grantee	Export to ParcelQuest Application for Appraisal information update.	Assessor
AES Prop8 and AAB	Interface to/from AES system for AAB, Property characteristics, Value updates	Send/Receive necessary data for Prop8 values/tracking and AAB packets/tracking	Assessor

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Export to Excel	Output to Excel spreadsheet	Need generic output to Excel for various reports and search result information	A&C
Import from Excel	Input in Excel format	Need generic input to the system from Excel spreadsheets.	A&C
EMC2 Documentum Extender Report Management Extender (ERMx)	Various reports repository	Viewing/printing reports that have been captured and imaged from the legacy mainframe	A&C Assessor T-TC
EMC2 Documentum Extender (AX)	Receive index data from legacy document management and imaging systems	Various scanned documents need to be linked to new system	Assessor
Document Tracking	Update document tracking	Various items in document tracking updated with changes to parcels	
Document Management System	Document Management and imaging systems where scanned documents are stored and maintained (EMC Corporation Documentum Application Extender)	System shall seamless integrate with these systems to ensure that users can view the documents (e.g. deeds) without having to close or otherwise leave the IPTS.	All
Document Management System	See above. Data from OCR process stored in Document Management System	IPTS shall interface with, retrieve, and store in the IPTS database certain data that results from OCR process.	All
Recorder System	Receive Recorded Document Information and Death Index	File of recorded information of interest to the Assessor retrieved from the recorders System	Assessor
Recorder System	Send parcel information to Recorder.	Validation of parcel numbers when recording documents, and assignment of transfer taxes to correct City or to County Assessor.	Assessor
SD Data Processing	Output to SD Data Processing	Provide parcel information for Map Objects application.	Assessor
SD Data Processing Input	ESRI Map Object Generation	GIS online data.	Assessor
Electronic Building Permits	Receive Permit Data electronically from San Diego City, Chula Vista, Carlsbad, KIVA (DPLU)	Update mainframe system with submitted Building Permit information	Assessor

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Export Property Information	Export MPR format to San Diego City, Chula Vista, Carlsbad, KIVA(DPLU)	Provide Jurisdictions that send permits electronically with a property record extract	Assessor
High Speed Printing tax bills	Output tax bills to high speed printers	Output to High speed printers for mass printing	A&C
High speed Printing Letters and Forms	Output file extracts for mass printing/ mailing	Output to high speed printers for large print jobs	Assessor T-TC
Microfiche	Microfiche generation for Tax roll, Assessment roll	Output to county mainframe for COM	All Depts.
Preliminary State Roll	Preliminary State Assessed properties	Budget and Tax rate computation	A&C
Final State Roll	Final State Assessed Properties	Tax Roll	A&C
County Internet/Intranet Site	Update the county internet/intranet with IPTS data. Property Characteristics Assessor Maps Sales History E-Commerce	Provide County internet/intranet applications with real-time data access. This includes but is not limited to data required for: Payment receipt via web access, Taxpayer look-up of System data, Taxpayer/other subscription service for ongoing updates.	Assessor T-TC
Vendors' Files	Various property tax roll information	For external vendors (20 different interface files)	A&C
County Website (A&C)	Fixed Charge Special Assessments (FCSAs)	On-line submission of FCSAs	A&C
County Website (A&C)	FCSA Questionnaires	On-line submission of FCSA Questionnaires	A&C
County Website (A&C)	Update the county internet with IPTS data	Various information for the property owners/public	A&C
County Website (A&C)	Update the county internet with IPTS data	Various information for the taxing agencies	A&C
Mainframe	TRA/District Configuration	External (SanGIS)	A&C
Mainframe	Tax Bill by Cortac	External	A&C
Web Application (Oracle)	Tax Rate by TRA	Tax Rate search by Tax Rate Area	A&C
Web Application (Oracle)	FCSA by Parcel Number	Fixed Charge Special Assessment search by Parcel Number	A&C

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Export Property Information - SanGIS	Export MPR format, characteristics, and historic PAR data	Provide data for SanGIS member agencies and enable GIS uses of PAR data by Assessor Staff	ARCC
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3.2 Conversion Strategy

The Contractor shall be responsible for the accurate and timely migration and conversion of data from the legacy systems to the IPTS. As this is a modular development, the Contractor shall also be required to develop and maintain the automated processes necessary to ensure that data is accurate, timely, and complete in all Systems (legacy and IPTS), as IPTS modules are implemented, until the IPTS is complete and accepted by the County. This may require the development and maintenance of temporary interfaces, which will remain in operation until the IPTS is accepted by the County and becomes the system of record.

The role of County staff in the data conversion effort will include assisting with data cleansing activities (as defined in SOW, Section III, 2.5) as well as review and approval of the data conversion plan and subsequent validation of results. If cleansing requires decisions as to required data form and format and/or data ownership, the County shall make those decisions and the Contractor shall develop the automated tools and scripts as necessary to cleanse the data and put it into the database.

4. Phased Development and Release Process

4.1 Development

The System shall be developed and implemented using a phased development and release approach.

This approach may require the development of temporary interfaces to legacy systems, systems that, in turn, are identified for replacement in subsequent phases. The Contractor shall be required to design, develop, implement, and maintain those interfaces. By structuring the development and implementation effort in phases, the County shall receive direct and ongoing operational benefit throughout the life of the Project.

Module 1 function-specific requirements have been discussed and are included in **Appendix A and Exhibit D, Section IV¹⁰**. In addition to providing CAMA, Data Warehouse, and Assessment Appeals functionality, once completed, Module 1 will eliminate the use of the mainframe for any and all processes related to the assessment, apportionment, and collection of property taxes. The Contractor shall be required to determine the scope of each subsequent phase or Module, the incorporation of the Modules or phases into the overall project plan, and the development and implementation strategies related to this type of approach.

If the Contractor is proposing a COTS or Contractor-developed system for any or all of the IPTS, the Contractor shall perform a gap analysis to identify and document what, if any, modifications will need to be made in order for the COTS or Contractor-developed system to comply with the requirements of this SOW and the Agreement.

¹⁰ Module 1 and all other proposed Modules must also comply with all relevant General System Requirements that are included in Section IV Sub-section 1-all.

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4.2 Release

The County will employ a structured Release Management process during System testing and deployment. This process shall include the formation of a Release Committee, the establishment of Release Criteria, and the evaluation and management of each release against that criterion. (See Section III of this Scope of Work, Statement of Work, and Technical Proposal, for complete discussion)

4.3 Training

The Contractor shall be required to subcontract with consultants specializing in business systems training to work with County staff to develop and implement the user-training plan for the IPTS. This “Training Team” consisting of consultant, contractor, and County staff, will participate in both the General and Detailed System Design phases of the project to gain an understanding of System design and functionality. The Team shall have direct access to the IPTS test System in order to map workflow as well as copy System screens, outputs, and other materials needed to produce the documentation necessary for staff training.

Although County staff will participate in decisions on training plans and materials, creating those plans and materials, and implementing the training plans, is solely the responsibility of the Contractor.

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III. Statement of Work and Technical Proposal

The Statement of Work specifies the allocation of responsibilities between the County of San Diego (County) and the Contractor.

The purpose of the Statement of Work is to:

Provide Contractor with information needed to submit a comprehensive proposal
Delineate the County's functional and technical development requirements, and
Solicit a response from Contractor that addresses the required functionality of the System.

This Statement of Work also provides a detailed overview of the requirements of the Integrated Property Tax System.

1. County Responsibilities

The County will coordinate overall Project management responsibilities and retain acceptance and approval authority. Project management rests with the CTO's Office.
Specifically, the County will provide:

- 1.1 A County Program Manager responsible for project and Contract oversight. Project oversight responsibilities include but are not limited to ensuring that both the Contractor and County teams are complying with Contract(s) requirements with respect to following processes, providing adequate staffing, adhering to the schedule for contract deliverables, and applying diligence in the review and acceptance of milestone deliverables. The Program Manager has final authority for the acceptance of Milestone Deliverables and shall be the point for recommendation to the Executive Steering Committee to approve all payments to the Contractor for Milestone deliverables and for payment of any other project costs with the exception of Contract Change Requests. The Program Manager is also the first escalation point for the Project Manager and/or the Contractor should issues arise that cannot be resolved at the project level.
- 1.2 A County Project Manager responsible for the coordination and efforts of the Contractor, NGIT, and County staff, and acting as primary liaison for the County in obtaining resources required to be provided by the County in connections with the project. This Project Manager shall be responsible for the overall coordination of the County-Contractor Project Team, as well as ensuring that the Project governance and reporting structure are complied with and that issues are resolved – either through direct resolution with the Contractor's Project Manager or through the defined escalation process. The Project Manager is also responsible for the preparation and documentation of any County-generated project deliverables.
 - 1.2.1 Assignment of other County staff to work with the Project Team as necessary.
 - 1.2.2 Regular access to County management staff responsible for making policy and processing decisions.

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- 1.2.3 At the County's sole discretion, the County may provide furnished workspace for the Project Team (County and Contractor) during all phases of System design, development, testing, deployment, and training.
- 1.2.4 Access during regular business hours to the existing property tax data systems (for inquiry only) routinely utilized by the three County departments in the performance of their duties.
- 1.2.5 Project Management staff that shall review and accept all Contractor deliverables before they will be accepted as complete.
- 1.2.6 Execute a separate Work Request with the County's Outsourcing Provider for those tasks identified by the Contractor in Proposal Terms and Conditions, Section 2.2.14 "NGIT Task List"

2. Contractor Responsibilities

The Contractor shall be responsible for all matters related to the planning, management of Contractor staff and NGIT Administrator Training Staff, design, development, configuration, testing, training, integration and implementation of a new IPTS, including but not limited to post-implementation support of the System for a specified period. The Contractor shall also be responsible for the management of a limited number of NGIT staff who are tasked to work with the Contractor's design, development, and implementation team. The Contractor shall use current versions of Microsoft Office tools when developing plans and other written or presented documents (Microsoft Project, Word, Excel, PowerPoint, etc.). Specific services to be provided by the Contractor are identified below.

The Contractor shall, as part of the Firm Fixed Price, acquire, configure, and maintain the hardware¹¹ identified by Contractor in its proposal, necessary for Beta, UAT, and Systems Acceptance testing, as well as acquire and configure the hardware/infrastructure identified by Contractor in its proposal necessary to both stage and deploy the System in the production environment¹². This hardware shall become the property of the County. The Contractor shall work with NGIT as needed to ensure that the hardware required complies with County and NGIT standards. This NGIT-related work shall be included in the firm fixed price.

The Contractor shall execute a separate subcontract with NGIT to direct EDS, the outsourcing provider that maintains and operates the County data centers in Plano, Texas and Tulsa

¹¹ Hardware acquisition includes the acquisition of any software and licenses necessary to make that hardware operational, including but not limited to operating systems or other software as needed. This necessary software must be included in the firm fixed price.

¹² Includes hardware required, if any, to provide for the successful backup of system data in accordance with County standards.

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Oklahoma, for the configuration, operation, and maintenance of the IPTS hardware for the life of the project.

The Contractor team shall include at least one team member with specific California Property Tax administrative or California Property Tax system development experience for the duration of the project.

2.1 Contractor Scope of Work

2.1.1 Project Planning and Management

The Contractor shall be responsible for Project Plan development and maintenance, change request management, cost reporting and management, risk identification and management, and Project status reporting and communications. If the Contractor is proposing COTS or Contractor-developed software for part or all of the IPTS, prior to the development of the Project Plan, the Contractor shall, working with the County team, identify and document the “Gaps” between the functionality provided by the COTS or Contractor-developed software and the requirements for the IPTS. The Contractor shall document these “gaps” and the plan to provide the required “gap” functionality shall be identified and provided to the County as part of the General System Design.

2.1.2 Project Plan Development and Maintenance (Project schedule, tasks, and staffing)

The Project Plan shall identify all planned and scheduled tasks, project Milestones, Deliverables, completion dates, dependencies, and resources (Contractor, its Subcontractors, County, and NGIT) from the beginning through the end of the Project. The Contractor shall maintain and update the Project Plan no less than once a week to reflect the current status of the Project with a comparison made to the Initial, Baseline Project Plan. The Plan will be consistent with available County and NGIT resources. These resources will be identified by the County and communicated to the Contractor prior to Plan development.

The County shall have direct electronic access to the Project Plan as well as all deliverables and working papers for immediate review and coordination of schedules and plans.

2.1.2.1 Deliverables –

Gap Analysis (if COTS or Contractor-developed software is used): This document identifies, by functional area, where the COTS or Contractor-developed software provides the functionality required by the SOW and where it does not. However, this analysis does not in any way relieve the Contractor from any or all of the requirements identified in this RFP and the Requirements Supporting Documentation (*Appendices A and H*).

Initial Project Plan: The Contractor shall develop a proposed Project Plan, to be accepted by the County. In addition to containing those elements outlined above, the plan shall identify all phases of the Project, the sequences of the phases, the duration of the phases, and the duration of the project. The Project Plan shall identify the resources to be provided by the County, NGIT, and the Contractor and its Subcontractors, together with the scheduled dates those resources will be required. It shall take into account County approved holidays,

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holidays that will be observed by the Contractor staff, and periods during which the County has advised that data processing systems will be unavailable to the Contractor. The Project Plan, once accepted by the County, will form the baseline for the overall IPTS Project.

Phase Plans: As the Project is to be developed and implemented in Modules (see Section II of this SOW, Phased Development and Release Process), there shall be a Contractor-written and County-accepted plan for each Module or “Phase.” These plans shall be developed by the Contractor and accepted by the County. Each written plan shall specify the timing relationship for the phase within the Project, the tasks and duration of the Phase, the dependency relationships for the Phase and the resources that will be required. The plan for each phase shall be integrated into the Project Plan.

2.1.3 Problem Resolution and Contingency Planning

Included in project planning is the need for a pro-active approach in preparing for potential problems. The Contractor shall be responsible for identifying potential problem areas, and preparing contingency plans as needed.

Deliverable – Contingency Plans: The initial Contingency Plan Deliverable is the document that specifies the Contractor’s approach to problem resolution and resource allocation when unforeseen events are encountered during the course of the Project. Such events include but are not limited to personnel changes on the Contractor’s team, staff performance issues--including both County and Contractor staffing, schedule slippage, System performance problems, data conversion problems, and System interface problems. In addition to specifying policies and procedures for how unforeseen events shall be addressed by Contractor staff, the contingency plan shall also include an Implementation Contingency Plan for each implementation phase that details the steps that will be taken in the event of a failed implementation.

2.1.4 Change Request Process

A Change Request Process based on industry best practices shall be used by the Contractor to ensure that proposed Changes to the IPTS (including all changes that affect the Project scope, timing, and/or resources) are assessed and applied in a consistent and controlled manner. Please see Exhibit A-Agreement, for a description of Change Request Approval authority.

2.1.4.1 For County-initiated Changes, the process shall be comprised of the following high-level activities at a minimum:

- Submittal by the County Project Manager of a Change request to the Contractor.
- Contractor-prepared analysis and assessment of the impact of the requested Change including impacts on schedule, resources, and costs.
- County Change Control Board meets and either approves or denies the request for the Change. If approved by the Change Request Board, then:
 - Written Approval to perform the Change by the Department of Purchasing and Contracting.
 - Contractor assignment and scheduling of work to perform the Change.
 - Contractor development & testing of System Changes.

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- Acceptance by the County of work associated with the Change.

2.1.4.2 For Contractor-initiated changes, the process shall be comprised of the following high-level activities, at a minimum:

- Submittal, by the Contractor of a Change request to the County Project Manager.
- Initial County approval or rejection of the need for a change to the Contract– the Project Manager can either concur with the need or reject the need. If they “concur,” it is not an “approval,” but an indication that the Contractor can proceed with the next step, which includes an estimate of costs.
- Contractor-prepared analysis and assessment of the impact of the requested Change including impacts on schedule, resources, and costs.
- County Change Control Board meets and either approves or denies the request for the Change. If approved by the Change Request Board, then:
 - Written Approval to perform the Change by the Department of Purchasing and Contracting.
 - Contractor assignment and scheduling of the work to perform the Change.
 - Contractor development & testing of System Changes.
 - Acceptance of the work associated with the Change by the County.

2.1.4.3 The Contractor shall define the complete process and implement and maintain the solution System that will support the Change process throughout the Project lifecycle and shall be responsible to update the Project Plan; schedule, tasks, resources; with any changes that have been approved.

Deliverable: Change Control Procedures: This Deliverable shall be a document that specifies the procedures that shall be followed when changes are proposed and are made to the Plan. Included in this document are the processes necessary to ensure *Configuration Control and Requirements Tracing*. The Change Control Procedures shall be consistent with the requirements of the Agreement.

2.1.5 Cost Management

The Contractor shall prepare a Project budget based upon contract price and provide the County with monthly updates of Project costs together with projections of future costs. A budget to actual cost comparison shall be included in the monthly updates.

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2.1.6 Communication of Project Status

The Contractor shall be required to provide a monthly Status Report, which shall address overall Project status against the current Project Plan. It shall cover progress against plans for the previous review period and identify work planned for the next work period, or longer if circumstances dictate. The Status Report shall address issues and concerns, action items and other pertinent information needed by the Contractor or requested by the County as necessary and applicable to that phase of the Project. The presentation of the Status Report shall be both written and oral, as monthly status report meetings shall be held with both County and Contractor project management staff.

The Monthly Status Reports shall include, as a minimum, the following information:

- Milestones reached
- CWBS
- EAC/ETC/ECD/SPI
- CPI/TCPI
- AUW/Scope Changes
- Overrun/OTB
- Risks/problems are identified and a detailed report of the planned or completed mitigation thereof
- Milestones not met
- Milestones or critical path items expected to occur during the next month
- Project Costs
- Budget/cost analysis for the reporting period with projections for the next reporting period.

Deliverable: Monthly Status Reports that contain, at a minimum, the above-described elements.

2.2 Transition Planning

Working with NGIT, the Contractor shall develop a plan to ensure the successful transition to the County's IT Provider of the required knowledge and resources necessary for ongoing Operation and Maintenance of the System over its useful life. Upon completion of System Transition, the IPTS will be completely functional and executing in the target production environment. Upon Acceptance of NGIT Administrator Training for the System, the System will be entirely Operated and Maintained by the County. The plan shall require the Contractor to identify the staffing requirements (Contractor, NGIT, and County staff), and the roles and responsibilities of Contractor, NGIT, and County staff that will ensure that this Transition is successful. The labor and timing requirements of this plan shall be integrated into the overall Project Plan (per Section 2.1.1 above), and shall require County approval before System design can proceed.

Deliverable: System Transition Plan.

2.3 Design Requirement

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The Contractor shall provide both a General and Detailed System Design/Functional Specifications, as described below.

2.3.1 General System Design

Prior to the creation of detailed design or the start of any development, the Contractor shall supply the County with a comprehensive General System Design, based on the Requirements Specifications and interviews with County management and line staff. This will demonstrate that the Contractor has a strong understanding of the System requirements and a well-defined vision of how the System should be designed, developed, and implemented. This General System Design document will include all System requirements that have been included in the Scope of Work and supporting Requirements documentation.

The General System Design shall be delivered to the County in the form of a live presentation, as well as written and soft-copy. The presentation shall include, at a minimum, the following:

- ***System Architecture:*** A comprehensive overview of the proposed System architecture, both physical and logical, including all major System components, interfaces, and database. In addition, it shall address System Inputs (data sources), System Outputs, Data Storage, Hardware Platforms, Software Platforms (including any required 3rd party applications and/or utilities), and Software Layer Architecture. Design model documentation produced from an industry-standard tool that utilizes a modern model (e.g. UML, Booch) shall also be included.
- ***High Level Systems Functionality:*** The Contractor shall provide a description of the business processes and the functionality the IPTS will provide, including a validation of the functionality described in this Scope of Work together with any additional functionality included in ***Appendix D*** Use Cases and Volume 3 (Activity Models) of the 2003 Requirements Analysis in ***Appendix H***. The description shall contain a breakdown of functionality by proposed Modules or phases.

The description shall also identify and include all functional areas where workflow will be included. The Design Document shall include sufficient detail as to identify the function or user role that initiates the workflow, the function or user role that receives the workflow, and any processes that occur as a result of the workflow. For example, if a user or system-completed process requires supervisory approval prior to database commitment, then the workflow process to route the information to the supervisor for approval must be identified.

- ***Case Construct:*** The Contractor shall include in their General Design Document a discussion of and diagram of the essential Case Constructs for the System. These constructs will form the skeleton from which the User Interface screens and functional navigation will flow. At a minimum, there should be a discussion on the construct for a Property; TRA; Agency; and Person.

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- ***User Interface:*** All UI screens for all functional areas of the System, which demonstrate good human factor design principles and logical workflow management. Included in the UI presentations are the identification of necessary reference tables and other user/navigational aids that serve to minimize user data-entry requirements.
- ***Reports and Outputs:*** All reports (on-line and print) and other outputs identified. Design of report/output format shall be included in the Detailed Design/Functional Specifications.
- ***Algorithms:*** Identify all the calculation routines needed to support the business processes.
- ***Security Scheme:*** The proposed user security and access levels as well as a detailed plan implementing the complete System security architecture, including how the System will function in the County/NGIT networking environment while adhering to all County and NGIT security requirements. See the County Information Technology Standards for further environment security requirements.
- ***Scalability:*** The architecture design features that will be implemented to ensure that the System shall scale as future transaction volumes, storage requirements, and System usage expands over the next 15 years.
- ***Performance:*** Expected System performance, based on expected data and user loading and target platform. Areas that shall be addressed are expected System performance during peak transaction volumes and critical key (e.g. roll generation and close, apportionment) business activities. Finally, the Contractor shall discuss the time frames for batch processes, System back-up, and System restore operations.
- ***Testing Methodology:*** Detailed description and examples of the testing methodology and tools that will be employed during the development stage of the Project. See Section 2.7 for Testing Requirements.
- ***Data Management:*** Initial year through 15-year estimate for on-line data storage and off-line storage requirements and how the System will be designed to address all data management issues and risks.
- ***Software Development Methodology:*** The Contractor shall provide an overview of its overall approach to applications development including a discussion of the development methodology to be employed, the software development best practices to be used including software engineering tools and processes to be employed for requirements capture and management, code baseline management and Configuration Control etc, as well as the change request procedures to be employed.

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- ***Programming Code Standards and Conventions:*** All programming code shall comply with the standards and conventions identified by the County's IT Provider (NGIT). Contractor shall adhere to programming and code standards and conventions that are currently utilized by NGIT. A written document, identifying all coding standards shall be included in the presentation.

Note: From time to time, the County, at its sole discretion, may employ an IVV vendor to review the Contractor's code for compliance to standards. If the IVV vendor identifies any code that does not meet these standards, the Contractor shall be required to remediate to code to ensure compliance, at its own expense.

- ***Data Conversion and Validation Plans:*** An initial summary of the migration plan and the validation plan for transfer of the source data in the County dataset (see "Conversion Strategy") to the new IPTs production System.
- ***Target Platforms:*** A detailed list of all the proposed production environment platforms, including Hardware, OS, Networking, and COTS and 3rd party applications/tools/utilities, etc. COTS usage shall meet the County 3rd party software procurement requirements for use and shall be justified as such. See County Information Technology Standards.
- ***Support Requirements:*** Production support requirements in terms of human resources and automated tasks/tools and utilities required.
- ***Trade-off Studies and Alternatives Analysis:*** A discussion of identified caveats or tradeoffs that will have significant impact on the development or delivery of the final System and a rationale for the selection of the proposed alternatives including technical risk, cost, other program impacts as well as training and knowledge transfer implications to the County and NGIT.
- ***Assumptions:*** A detailed list of all the assumptions made during the preliminary design as well as recommended next steps and required actions that shall be confirmed or corrected by the County before the development of the detailed design.

Deliverables: At the conclusion of the general design phase, two deliverables are required:

- ***General Design Documents:*** This is a document documenting the general System design and includes all the elements above. The Contractor shall provide both hard and soft copies to the County.

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- **General Design Review:** This is a formal presentation by the Contractor to County staff on the general System design, which includes all of the elements listed above.

County will review and accept or reject the General Design within 20 Business Days following the delivery of the above Deliverables to the County.

2.3.2 Detailed System Design – Functional Specifications

Although the General System Design documents encompass the entire IPTS effort (all required functionality etc.), Detailed System Design/Functional Specifications shall be produced for each phased deployment effort.

Prior to commencing with development activities for any Phase or Module of the System, the Contractor shall provide the County with the Detailed Design/Functional Specification of the proposed System Module or Phase, based on and in accordance with the Statement of Work and General Design provided to and accepted by the County. The County shall review and either accept or reject the document in accordance within 20 business days. Contractor cannot commence development activities until this Detailed Design Document is accepted by the County.

The Detailed System Design/Functional Specification Document shall describe the System in sufficient detail to permit code development from this document. This Document shall provide a complete and comprehensive technical explanation of how the System will provide the performance, functionality, scalability, supportability and operations specified in the County's Requirements Specifications and further outlined in the General System Design, including, as applicable, details of processes, visual displays and estimates of transaction and data volumes, and including the database logical and physical model and the associated data dictionary.

The Detailed Design/Functional Specification shall be delivered to the County in the form of a presentation, as well as in written format (both hardcopy and soft-copy documentation in the following format:

- ***System Architecture***
Complete and detailed component architecture of the System, including low level layering components, modules, processes, and objects. Each System component shall be described to, at a minimum, the following level of detail:
 - Name/identification information
 - Classification:
The kind of component, such as subsystem, module, class, etc
 - Description and the purpose of the component
 - Process:
The methods by which this component goes about performing its functions (algorithms).

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- **Interfaces:**
A complete list of component interfaces and access privileges.
- ***Phase Implementation and Functionality:*** Workflow analysis and documentation that identifies the business processes included for each phase. The document produced for the last phase deployed must tie all System functionality together to ensure that the phases have built to a complete System.
- ***Data Flow Diagrams (DFDs)***
A complete description of the flow of data through the System. The diagrams shall contain a reference to the Module/process design, the component action, and the inputs/outputs.
- ***User Interface Detail***
All user displays for the System and the navigation between them shall be shown in detail, including form fields and visual standards (e.g. colors, fonts, nomenclature). This includes the specific field and screen validation logic, on-line help and navigation aids. Also included for each screen, is a Screen Elements Table, which identifies, at a minimum: “Field Name or Label Name,” “Type,” and “Description” for each element on the screen.
- ***Business Rules- User Interface Detail***
All Business Rules identified for all screens. Included is an identification table for each screen that lists, at a minimum, the “Field Name or Label,” “Business Rule,” and “Validation Rule.”
- ***Systems Interface Detail***
Complete specifications and documentation for all external and internal System interfaces that will provide or receive data from the IPTS. Include protocols, packaging, and encryption, if any.
- ***Business Rules – Other***
All Business rules for all other transactions, jobs, interfaces, etc. that are not included in the Business Rules-User Interface Above.
- ***Security Scheme***
Complete details of the auditing and security scheme to be implemented for processes and users.
- ***Data Dictionary***
The data dictionary shall include, at a minimum, the following fields:
 - Name
 - Description

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- Data Source (tables, screens, etc.)
 - Data Type and Size
 - Value Range
 - Default Value (if any)
 - Dependencies (modification rules)
-
- ***Software Review Processes***
Outline of the development phase software review procedures (at the code level).
 - ***Report Layout Detail***
Detailed design of each required report/document/letter, etc., as defined by users during the General Design phase.
-
- ***Data Conversion Plan:***
Complete details of the migration plan and validation plan for transfer of the source data in the County dataset to the new IPTS production System. The plans must also include strategy for providing validated data for functional testing at all stages: unit, integration, Alpha, Beta, UAT, and Pilot Readiness.
-
- ***Test Plans***
Detailed test plans are covered in Section 2.7, System Testing. Please see that section for planning requirements.
-
- ***Trade Studies and Alternatives Analysis:*** A discussion of identified caveats or tradeoffs that will have significant impact on the development or delivery of the final System and a rationale for the selection of the proposed alternatives including technical risk, cost, other program impacts as well as training and knowledge transfer implications to the County and NGIT
-
- ***Assumptions:*** A detailed list of all the assumptions made in preparing the Detailed Design/Functional Specifications as well as recommended next steps and required actions, if any, that shall be taken by the County before proceeding with System Development.

Deliverables: At the conclusion of the preparation of the Detailed System Design/Functional Specifications for each Module or Phase, two deliverables are required:

- **Detailed System Design/Functional Specification Document:** This is a document documenting the detailed design of the System and includes all the elements above. The Contractor shall provide both hard and soft copies to the County.

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- **Detailed Design Review:** This is a formal presentation by the Contractor to County staff on the Detailed System Design/Functional Specifications, which includes all of the elements listed above.

County will review and accept or reject the Detailed System Design/Functional Specifications within 20 Business Days following the delivery of the above Deliverables to the County.

2.4 System Development

As part of this Request for Proposal, each firm that submits a response shall include in its proposal a strategy for a phased System implementation. The underlying principle for this type of implementation is the systematic development and deployment of discreet functional Modules or subsystems, which add value to current business processes, are a part of the complete System design, yet can be implemented and accepted by the County separately as part of a planned approach to total System development.

This approach may require the development of temporary interfaces to legacy systems, systems that, in turn, are identified for replacement in subsequent phases. As part of the fixed price, the Contractor shall design, develop, test, and maintain those temporary interfaces as needed, until completion and acceptance by the County of the IPTS System. By structuring the development and implementation effort in phases, the County shall receive direct and ongoing operational benefit throughout the life of the project.

Deliverables: Project Deliverables include the following:

- Project Plans for each Phase: See “Phase Plans” under “Planning” above.
- Workflow analysis and documentation that identifies the business processes included in each phase. See “Detailed Design Documentation.”
- Complete and commented source code for each development phase.
- Documentation containing the programming and development notes for each phase. The Contractor shall create and update this documentation as needed to include the comments and notes on the logic used for development modules.

2.5 Data Conversion and Validation

The Contractor shall be responsible for all tasks required for the timely and accurate migration, conversion, and validation of electronic data from the legacy system(s) to the IPTS. The County shall be responsible for “data cleansing”, which shall mean County’s providing direction to Contractor as to how to reconcile any internal inconsistencies in data format (e.g. whether to refer to “Avenue” as “Avenue,” “Ave.” or “Av.”) that are brought to County’s attention by Contractor.

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Given the County requirement of a phased rollout of the IPTS in logical Modules, it is likely or inevitable that production data that represents equivalent information will reside in the legacy systems and the IPTS for an extended period. Such data must stay up-to-date in both systems. Therefore, if one of the two systems makes a change to a data field that falls in this category, Contractor must provide the design, development, and implementation of any code required for seamless propagating to the other System to ensure that both systems have an equivalent representation of the data, regardless of which System changed the data.

The Contractor shall have the responsibility for designing, developing, and implementing the best strategy in order to maintain data consistency and concurrency between the two systems in a near real-time manner. Once the strategy is developed and approved (who pushes, who pulls, where transformation logic resides, etc), the Contractor shall be tasked with the development and implementation of the solution.

Deliverable: The Contractor will provide a detailed written Data Conversion, Validation, and Migration plan that identifies:

- The processes, timing, and other requirements for the conversion of existing electronic data, stored in the legacy system(s), to the new System formats, and the transfer of that data to the IPTS.
- The process for maintaining concurrent data in both System types (IPTS, and legacy(s)) at all times during Project.
- The plan for the County to validate and confirm the accuracy of the converted data.

2.6 Release Committee

The County will employ a structured Release Management process during testing and deployment of System components. This process shall include the formation of a Release Committee, the establishment of Release Criteria, and the evaluation and management of each release against that criterion. The County Project Manager shall be responsible for the development of the Release Criteria. This Release Criteria shall be developed, documented, and provided to the Contractor no later than 120 days prior to the date of cutover to the new system or module.

At the inception of the development process, the County's Project Manager will establish a "Release Committee." The charter of this committee will be to conduct "Readiness Reviews" of software releases at key transition points during the development phase, to act in an advisory capacity to the Contractor.

2.6.1 Release Committee Members

This committee shall be chaired by the County's Project Manager and will be comprised of key County representatives and senior-level project representation from the Contractor in the areas of Project Management, Software Development, and QA/Testing.

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2.6.2 Role of the Release Committee

The role of the Release Committee will be to conduct periodic Release Readiness Reviews to assess the state of the software build (to be released) in terms of meeting the County's expectations and business objectives, its stability to operate in the target environment, its ability to meet stated performance goals, and the completeness of any required supporting documentation. The Release Committee will document its findings as to the readiness of the application for delivery to the County and any potential risks associated with its release. Findings or other actions of the Release Committee will not constitute formal Acceptance of any portion of the System by the County but shall only be advisory to Contractor.

The Contractor shall be responsible for providing the following information to the Release Committee members prior to the Readiness Review meeting.

- Release Test Coverage Matrix and Results
- Release Functionality
- Release Interfaces and Data Stores
- Release Hosting Requirements
- Release Support and Maintenance Requirements
- Release Test Strategy and Plan
- Release regression test results
- Release Report of defects or punch list.
- All ECRs completed, in work, and being drafted
- An overall assessment of the state of the software being considered for release and an analysis (in writing) as to whether it meets the exit criteria contained in the appropriate Test Plan as well as the Release Criteria documented below.

Ultimately, it is the County's decision whether to accept the recommendations of the Release Committee. In the event the County wants to release the software prior to a planned release date, the Contractor shall advise the County in writing of all the risks and ramifications of releasing the software before it has met the release criteria. The Contractor's representatives on the Release Committee should be prepared to discuss any and all defects or issues associated with the software and provide an analysis as to the stability and the state of the software to be released. In the case where the County wants to release software that the Contractor has recommended be delayed, an "Escalation" process and "recovery" strategy should be discussed to ensure that there is a process in place to provide a quick response if that is necessary.

When each software release is delivered to the County for Acceptance, the Contractor shall provide the County with a written Release Readiness Report. The Release Readiness Report shall include a copy of the Release Committee findings and recommendation. The Release Readiness Report shall also include the status of the release, additional significant information discussed during the release meeting as to the "readiness of this specific release", as well as any critical issue(s), their impact on the success of the release, risks associated with the release, and other relevant documentation. Finally, the document shall include a statement of the committee's overall recommendation for the release. The Release Committee's recommendation shall not constitute Acceptance, nor shall denial of a release recommendation constitute a rejection.

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Deliverable: For each release of software provided to the County, the Contractor shall provide a written Release Readiness report from the Release Committee.

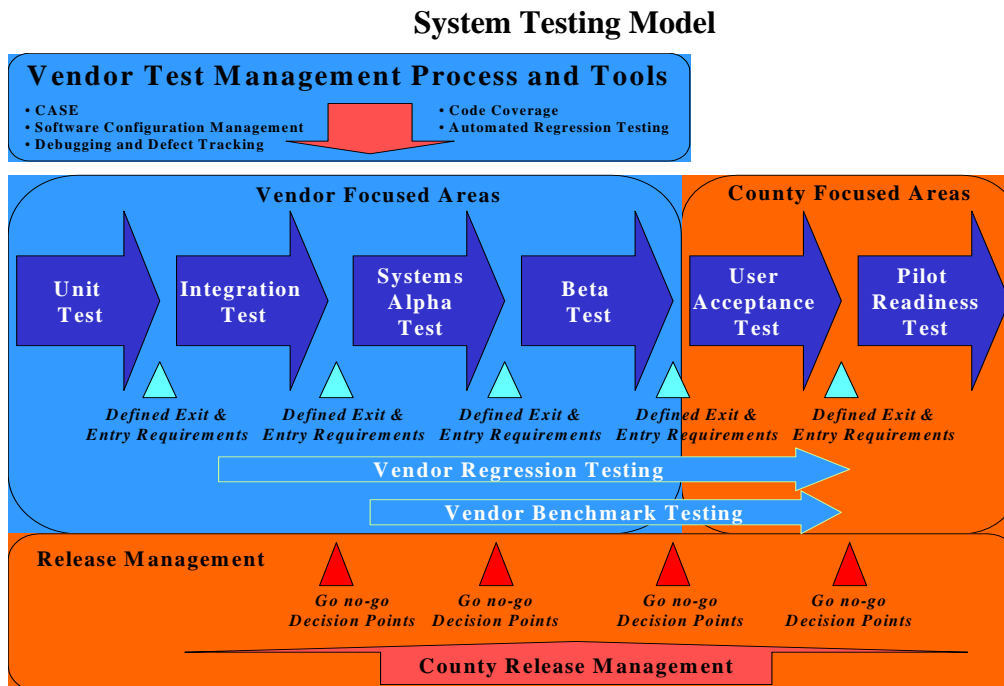
2.7 System Testing

This section identifies the major application testing activities and associated Deliverables required to be performed by the Contractor in order to ensure that the System meets the business, operational and technical requirements of the County. Complete testing as outlined below shall be required for each phase or Module of functionality that will be put into production (see System Development for discussion of phased implementation). Complete testing shall also be required for every System interface that is built and put into production.

The County requires that the Contractor implement and execute an overall Software Quality Assurance Approach in the testing and deployment support activities documented herein. The Testing and Quality Assurance functions of the project shall be iterative and span the entire length of the Project, even though the items presented here aren't necessarily described to such specificity.

In general, it is expected that the Contractor's overall testing and support process shall closely match the County-approved model shown in Figure 1. The County believes such an approach will expedite the delivery of a high quality System and ensure that it meets the documented requirements.

Figure 1.



2.7.1 Test Management Methodology

The Contractor shall employ a robust test methodology based on one of the following standards in the execution of the required application development and testing activities:

- Capability Maturity Model (SEI CMM)
- International Standards Organization (ISO9000)

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- Rational Unified Process (IBM – Quality by Design)
- IEEE

2.7.1.1 Participation of Outsourcing Staff in Testing (See Miscellaneous Matters, Section 2 – Role of Outsourcing Provider)

No more than two (2) NGIT staff shall be assigned and directed by the Contractor to any and all testing activities at any one time. In order to ensure adequate System Administrator Training, the above staff members should be involved, at a minimum, in System Integration Testing and Alpha Testing as described below.

2.7.2 Population of Test System with Data

The Contractor shall be responsible for populating the test system(s) with the data necessary to ensure the validity of the testing. County staff shall not be required to manually enter data to populate the test environment for any test phase.

2.7.3 Test Tool

The Contractor shall use an automated test management tool suite to manage, assess, track, and perform the required test and deployment support activities. It is expected that the Contractor shall utilize a Best Practices Vendor's product (e.g. IBM, Mercury Interactive, Microsoft's Rational) to support the testing methodology.

2.7.4 Tracking System

The Contractor shall have a software-based defect tracking System capable of providing an acceptable level of detail and reporting and, at a minimum, shall facilitate the following functions.

- **Capture**
Procedures shall require that details about each defect be recorded when the defect is discovered, including a description, symptoms, sequence of steps to re-create it, type, and severity.
- **Review and Assignment**
Project management shall be able to review all open issues and assign a priority level and resources responsible for resolution.
- **Estimate and Resolution**
Those assigned to resolve the defect shall initially update the defect record with an estimated duration and delivery date, and provide adequate explanation upon resolution.
- **Track status and history**
A complete history of each defect shall be maintained so that the life cycle of each defect can be tracked and reported on.
- **Management reporting**
The defect tracking System shall provide recurring reports to Project management throughout the Project.

Ideally, the defect tracking system should be incorporated into the test tool described in Section 2.7.3 above.

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2.7.5 Test Plans

The Test Plans shall include a detailed schedule for each of the activities to be completed within the test phase including the individuals (named and role) responsible for the completion and or approval of each activity. Activities in the test plan shall include as a minimum:

- Definition of the Test Phase and Objectives
- Entrance Criteria for the Test Phase
- Exit Criteria for the Test Phase
- Key events associated with each unique Testing Phase including:
 - Test Case Approval
 - Test Environment Readiness
 - Test Start and End Dates
 - Code Baseline Configuration Established
 - Code Freeze Date(s)
 - Required Approval Dates for Test Cases, Entrance and Exit Criteria, etc.
 - Regression Testing Start and End Dates
 - Test Results Review Meeting Completion
 - Code Promotion Go-No Go Decision

2.7.6 Regression Testing

The Contractor shall perform Regression Testing throughout the testing process to verify System integrity after functional improvements or fixes have been made as a result of System Integration and User Acceptance test activities. Regression testing shall be designed to confirm that fixes have not created any new problems and that the results are as planned. The results will also define the application baseline configuration to be released to the County.

The Contractor team shall document all tests performed. It shall be the responsibility of the Contractor to ensure all automated test scripts have been assessed to ensure their proper function.

2.7.7 Detailed Testing Requirements

The following is a listing of the detailed testing activities to be completed by the Contractor during the application development process:

2.7.7.1 Unit and Integration Testing

The Contractor shall perform unit and integration testing as necessary during the development process. The County shall require the presentation of Unit and Integration test plans and results during scheduled development review meetings.

2.7.7.2 System (Alpha) Testing

System or Alpha testing is aimed at proving that the application or System meets the stated requirements and objectives by validating the total application in a real world scenario. This testing shall be performed by the Contractor but may be supported by a limited number of

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County power-users (not end-users) at the sole discretion and to the limit deemed appropriate by the County Project Manager.

2.7.7.2.1 Entry Criteria

Description: The feature set, although largely defined and static, may still not be completely finalized. All features that have not yet been implemented are prioritized in the event compromises to the feature set need to be addressed. Coding is 90% complete, and any areas still being worked on at Alpha release shall be considered low-risk to the underlying stability of the software. The software has been well tested by QA, and there is a high level of confidence the completed software is ready for pilots or low-risk forms of controlled live use.

The Contractor shall provide the County with a demonstration of System functionality (in real-time) that represents the 90% complete coding – including full integration of data and processes across functional areas. The Contractor shall provide the County’s Project Manager with a matrix that identifies all System functionality and identifies, as a subset, that which is included in the 90% category. The County shall then select some or all of the completed functionality for inclusion in the demonstration.

Promotion to BETA

The results of the Alpha test are to be presented to the County for approval before the development System status can be promoted to Beta stage for user testing. This presentation shall take the form of a live demonstration of System functionality as outlined below. The County shall define, no less than 30 days prior to the demonstration, the criteria necessary for County approval of test results.

The Alpha test shall utilize “real” data, and shall be performed by the Vendor or a 3rd party. The Alpha test shall be intended to demonstrate the critical business functions of the System and the overall effectiveness of the user-facing aspects. The County shall approve the Alpha Test Plan before it is executed. At a minimum, the Contractor shall incorporate the following activities during Alpha Testing:

- Demonstrate Critical Business Function Scenarios (as defined by and approved by the County) – data and processes must be fully integrated across functional areas and that integration fully demonstrated.
- Transaction Testing (as defined by and approved by the County)
- Error Message Testing
- Documentation Testing (as defined by and approved by the County)
- Help Systems Testing (as defined by and approved by the County)
- Demonstrate the Complete Sequence of Functional Business Tasks (as defined and approved by the County).
- Usability Testing
- Integrity Testing

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- Data Conversion Validation Testing

Following Alpha testing, the County shall request a Test Results Review and Recovery meeting. At the meeting, the Vendor shall go through the entire Alpha Test Plan and review the results in detail with County personnel. Each test case will be reviewed in terms of what was expected and what the results were. Any deviation to what was expected will be assigned to an applications development lead to investigate, identify the root cause, and develop proposed corrective action. The Contractor shall develop a corrective action plan and send it to the County for approval before any recovery action is taken.

2.7.7.2 Exit Criteria:

The quality criteria for the software are no more than five known open Level 1 issues, twenty Level 2 issues without workaround, and no more than 30 Level 3 issues¹³.

2.7.7.3 Beta Testing

Beta testing shall be accomplished at a County designated location and on the production – configured system staging environment. This environment must be hosted in either of the County’s data centers, which are currently managed by EDS (HP) and located in Plano, Texas, and Tulsa Oklahoma. During Beta testing the application shall be turned over to a selected number of key (County) users who will utilize the application and supporting Contractor documentation (user manuals, systems administration manuals and instruction materials) to operate the System. Testing shall be performed in a “production configured” staging environment to be set-up, operated, and maintained by the Contractor. The data shall be a full data set of production-ready, converted data. In addition, Beta testing shall provide validation of all data conversion utilities and documentation, as well as systems back up and recovery, end-user configuration and administration functionality. The Project Plan and the Test Plans must identify any tasks, in connection with testing, that must be performed by NGIT, and cannot be performed by the Contractor. These tasks must also be identified in the Contractor’s technical proposal.

2.7.7.3.1 Entry Criteria

Description: The feature set, although largely defined and static, may still not be completely finalized. All features that have not yet been implemented are prioritized in the event compromises to the feature set need to be addressed. Coding is 97% complete, and any areas still being worked on at Beta release shall be considered low-risk to the underlying stability of the software. The software has been well tested by QA, and there is a high level of confidence the completed software is ready for pilots or low-risk forms of controlled live use. The Project Manager shall approve the list of completed functionality to enter into the Beta Test Phase, and

¹³ **Level 3** - Does not affect correctness of the outputs. Should be fixed, but the fix may be deferred until it is convenient.

Level 2 - Subsequent answers are wrong or performance is substantially degraded. User may continue operating the software only if allowance is made for poor results caused by the defect. Should be fixed soon.

Level 1 - Prevents further execution: non-recoverable. Should be fixed before the program is used again.

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identify required functionality that must be completed and included in the testing prior to entering the phase.

2.7.7.3.2 Pre-Test Phase

The Contractor shall perform the following activities prior to Beta Testing:

- Hold a Beta Test Kick-Off Meeting with the County, NGIT, and associated support contractors to ensure all aspects of the Beta Test activities are identified and detailed planning requirements addressed. The Contractor shall also review all existing defects and issues with the application.
 - Deliver to the County all required Beta Test scripts and scenarios. It is the Contractors responsibility to design and develop the Beta Test Scripts. The County must approve the scripts prior to testing. If the County does not approve the scripts, the County must provide the Contractor with the reasons for disapproval including a description of any required test scenarios it believes to be missing from the test script set. The Contractor must then develop the necessary scripts and scenarios and provide to the County for approval.
 - Review the existing defects and missing functionality determined from the Contractor's internal testing processes
 - Build the application release.
 - Develop and document the software build instructions
 - Installation and configuration of the application in the staging environment
 - Develop and provide the required documentation (e.g., end user guides, systems administration manuals, user help files, etc.)

2.7.7.3.3 Beta Test Phase

At a minimum, the Contractor shall incorporate into the Beta Testing the same activities identified in Alpha Testing above. Including without limitation:

- Demonstrate Critical Business Function Scenarios (as defined by and approved by the County no less than 20 business days prior to the initiation of the Beta test)
- Report Generation and Printing
- Transaction Testing (as defined by and approved by the County)
- Interface Testing (All Interfaces included in the module/system)
- Error Message Testing
- Documentation Testing (as defined by and approved by the County)
- Help Systems Testing (as defined by and approved by the County)
- Demonstrate the Complete Sequence of Functional Business Tasks (as defined and approved by the County).
 - Usability/Interface Testing
 - Reliability Testing
 - Performance Testing (stress, load testing)
 - Security Testing
 - System Recovery and Restoration Testing

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- Regression Testing
- Integration Testing
- Integrity Testing
- Data Conversion Validation Testing

The Contractor shall provide the following support to the County during System Testing:

- On-site end-user help and support
- Documentation and tracking of all issues discovered during the testing phase.

2.7.7.3.4 Post-Test

Following the Beta test, the Release Committee (see Section 2.6) shall conduct a System Test Results Review and Recovery meeting. At that meeting, the Release Committee (and/or IVV Contractor) shall review the Beta Test Plan and Test Cases in detail. Each case shall be reviewed in terms of what was expected versus the results seen during testing. Any deviation to what was expected shall be assigned to a joint team made up of representatives from the County, Contractor (and IV&V Contractor, if applicable) for further investigation, following which Contractor shall prepare a Corrective Action Plan, which shall identify the root cause of each deviation and describe proposed corrective actions for each. The Corrective Action Plan shall be reviewed by the Contractor's Project Manager and forwarded for approval to the Release Committee before any corrective action is taken. Following approval, the Contractor shall:

- Make all required changes
- Perform required Unit testing and corrective actions
- Perform required Integration and Performance Testing and corrective actions
- Perform Final Regression Testing.

2.7.7.3.5 Exit Criteria

Description: Prior to moving from Beta Testing to User Acceptance and Reliability Testing, the **software application's feature set shall be fully defined and static. The Code shall be complete and frozen.** The final release version shall have been built from source control. This final version shall have passed a formal QA acceptance test, which also covers "installation" instructions on how to update the server and end user documentation.

Criteria: The minimum criteria for release are Zero Level 1 issues, no more than five Level 2 issues without a workaround, and no more than 15 Level 3 issues. Meeting exit criteria (for any phase) does not imply Release Committee consent to proceed to the next step.

All known problems are to be reviewed by the Release Committee. No outstanding problems should affect overall customer expectations for the product. Supporting product materials such as release notes, user manuals and training manuals shall be in final form and shall also been verified by QA or other appropriate reviewers. Customer support (if applicable) should be fully prepared to support the product at this point.

2.7.7.4 User Acceptance Testing

The purpose of User Acceptance Testing (UAT) is to confirm that the System is developed according to the County's business functionality, performance, and technical requirements and that it is ready for enterprise deployment and operational use. During User Acceptance Testing,

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selected County end-users will compare the System's functionality, features, and performance to the County's System Requirements Documents, General and Detailed Design documents and County documented Pilot entrance criteria.

2.7.7.4.1 Entry Criteria

Written approval of Beta Test completion by the Release Committee.

2.7.7.4.2 Pre-Test

The Contractor shall perform the following activities prior to User Acceptance and Reliability Testing (UAT):

- Build the UAT application release.
- Develop and document the software build instructions for UAT
- Install and configure the UAT release application components and database(s) on the County's staging environment
- Develop and provide the required UAT Test documentation (end user guides, systems administration manuals, user help files, etc.) and provide to the County for approval for use during UAT activities.
- All Engineering Change Requests (ECRs) completed.
- Load database(s) with complete converted and validated production-ready dataset.

2.7.7.4.3 Test

There are a number of activities that the Contractor and the County must perform for the completion of the UAT. At a minimum, the following activities shall be performed:

- Acquisition of the required County and Contractor resources to support UAT activities.
- Identification of the procedures to report any discrepancies discovered during Testing.
- Development of the overall UAT Test Plan and schedule
- Development of required UAT Test Cases
- Compilation of all relevant data needed to permit County to validate that the System meets all functional, operational, performance, and support requirements. This shall include:
 - The Project Statement of Work
 - Systems Requirements Documents
 - Software Requirements Document
 - Requirements Tractability Matrix
 - Systems Configuration Management Data
 - End-user Documentation (user manuals, systems administration procedures, and training documents)
 - County Approval UAT Test Plan
 - Compiling and evaluating the UAT Test results
 - County approval of the UAT results and corrective actions
 - County acceptance of the overall System and its readiness for Pilot deployment

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All problem/error reports shall be responded to within 24 hours by the Contractor. Any Level 1 (causing the System to fail to perform a basic business function) problem shall be responded to within two hours. Applying remedial fixes will depend on the nature of the problem, but shall be mutually agreed to jointly between the County and Contractor. When UAT tests are rerun, the reruns shall be treated as any other UAT test activity and documented accordingly.

2.7.7.4.4 Post-Test

Following the UAT, the Contractor shall cooperate with the Release Committee in conducting a UAT Results Review and Recovery meeting. At that meeting, the Release Committee (and/or IVV Contractor) shall review the UAT Plan and Test Cases in detail. Each case shall be reviewed in terms of what was expected versus the results seen during testing. Any deviation to what was expected shall be assigned to a joint team made up of representatives from the County, Contractor (and IV&V Contractor, if applicable) for further investigation, which shall result in a Contractor-written Corrective Action Plan, which shall identify the root cause of each deviation and describe proposed corrective actions for each. The Corrective Action Plan shall be reviewed by the Contractor's Project Manager and sent for approval to the Release Committee before any corrective action is taken. Following approval, the Contractor shall:

- Make the required changes to the application and or database structure(s)
- Perform required Unit testing and corrective actions
- Perform required Integration and Performance Testing and corrective actions
- Perform Final Regression Testing

2.7.7.4.5 Exit Criteria

Description: Software shall be feature complete. Changes taking place must be considered by County a low risk to the underlying stability of the software. The software shall have been rigorously tested by QA, and there shall be a high level of confidence the software is working as customers will expect.

Criteria:

- The quality criteria for release is zero known Level 1 issues, no more than two Level 2 issues without a workaround, and no more than five Level 3 issues. All known problems are to be reviewed by the Release Committee. No outstanding problems shall affect overall customer expectations for using the application.
- Final approval by the Release Committee based on the UAT Review.

2.7.7.4.6 Required Test Phase Deliverables

To accomplish all testing identified above, the Contractor shall develop and submit to the County for approval the following Deliverables over the lifecycle of the Agreement:

Overall System Test Strategy and Planning Document

Specific Systems Test Plans for each Module or Phase which include the following areas of testing:

- Unit Testing
- Integration Testing
- Interface Testing

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- Systems (Alpha) Testing
- Performance and Load Testing
- Beta Testing
 - Beta Test Support Plan
- System Regression Testing
- User Interface Testing
- Data Conversion Testing
- System Application and Data Recovery and Restoration Testing
 - User Acceptance Testing Support Plan
- Test Coverage Matrix for each Test Phase identified above
- Test Cases and Test Scripts for each Test Phase
- Completed Systems Requirements vs. Functionality Tested Matrix for each phase and for the Final System Delivery
- Monthly Test Discrepancy Reports
- Monthly Test Issues and Mitigation Reports
- Test Phase Final Results Report and Corrective Action(s) Plan
- Application Readiness Assessment Report for each Phase

The Test Plans (#2 above) shall include a detailed schedule for each of the activities to be completed within the test phase including the individuals (named and role) responsible for the completion and or approval of each activity. Activities in the test plan shall include as a minimum:

- Definition of the Test Phase and Objectives
- Entrance Criteria for the Test Phase
- Exit Criteria for the Test Phase
- Key milestones associated with each unique Testing Phase including:
 - Test Case Approval
 - Test Environment Readiness
 - Test Start and End dates
 - Code Baseline Configuration Established
 - Code Freeze Date(s)
 - Required Approval Dates for Test Cases, Entrance and Exit Criteria, etc.
 - Regression Testing start and end dates
 - Test Results Review Meeting Completion
 - Code Promotion Go/No-Go Decision

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2.8 Quality Assurance

The Software Quality Assurance Plan shall define and document Contractor's software quality assurance activities that will be implemented to ensure the IPTS conforms to all established and contracted requirements. The plan shall document how Contractor's software development and release activities and processes shall be managed, tracked and audited (from both a project management, as well as configuration control prospective), to ensure the delivered System and components thereof meet the quality standards and requirements required by the Agreement and the Specifications. In addition, the plan shall provide a comprehensive discussion of how Contractor will integrate its software release process into the County's Release Committee activities described in the Scope of Work.

As a minimum the vendor's Software Quality Assurance Plan shall address the following:

2.8.1 Project Management Process

- Project Management Approach and Organization
- Project Management Roles and Responsibility
- Project Status Reporting and Corrective Action Process

2.8.2 Application Development Process

- Application Development Methodology and Tool-set
- Development Standards and Principals
- Coding Standards
- Design Standards
- Graphical User Interface Standards

2.8.3 Application Development Plan

- Key Milestones and Deliverables
- Defect and Issues Tracking, Reporting and Management Process

2.8.4 Application Development Verification and Validation Review Process

- Design Reviews (Informal and Formal)
- Code Reviews (Informal and Formal)

2.8.5 Configuration Management Process

- Proposed Configuration Items
- Configuration Control Board

2.8.6 Application Testing Strategy, Process, and Tool-set

- Application Audit, Status Accounting & Release Process
- Systems Configuration Audits
- Physical Configuration Audit (PCA)
- Functional Configuration Audit (FCA)
- Code Development Library Management and Support
 - Programmers

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- Master
- Software Repository

2.8.7 Release Management Process

- Internal
- Integration with the County's Release Committee

Deliverable: Software Quality Assurance Plan that includes the above-identified elements.

2.9 Deployment

As discussed in Section II, Section 4 of this SOW (Phased Development and Release Process), the System shall be developed using a phased modular approach. As such, specific Modules identified for development and deployment in the Phase Plans (SOW, Section III, Section 2.1.1, Project Planning and Management) shall be deployed separately. The Contractor shall take this phased approach into consideration when planning for System deployment.

There are three basic deployment options and several permutations based on specific Project requirements that should be considered for the IPTs. The Contractor shall propose the best alternative for the enterprise deployment of the Contractor's System based on its unique technical architecture and deployment support issues. The three alternatives for consideration include:

- Pilot site - the product is rolled out at one or more pilot sites before rollout is initiated across all sites,
- All at once - all sites receive the product at the same point in time,
- Phased - sites are added to the System based on their critical need

In preparation for System deployment, detailed measures shall be taken by the Contractor to ensure that the application can be assembled and installed in the County's designated environment. Specific items that the Contractor will deliver shall be documented in a Production Release Bill of Materials. The bill of materials contains all the information required to assemble the application, databases and supporting infrastructure in order to place the new System into production. The Contractor shall document the following items in the Release Bill of Material (by Phase and for the entire System when fully completed) as a minimum:

- A list of all components comprising the System,
- A list of all executables necessary to make the System operational,
- All documentation for the project including specifications, installation guides, user manuals, systems administration manuals, test plans and results
- Site-specific installation procedures,
- Standard and customizable features of the Deliverable including a 'how to customize' guide,

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- A list of all COTS software required by the System to make it operational including database engines, operating systems, compilers, configuration management software, editors, testing software and integration engines
- A detailed list of all hardware requirements including a hardware configuration layout,
- A list of support functionality required to make the System operational including LAN/WAN connectivity, Internet/Intranet connectivity.
- Data conversion and validation procedures

The Contractor shall incorporate the above in a detailed step-by-step Rollout to Production Plan that documents all the activities (Contractor, County, NGIT, and supporting contractors) that need to be accomplished to successfully migrate the new System from the County's staging environment to the production environment. The Plan shall provide a detailed schedule of activities with key go-no go decision points identified throughout the deployment process. In addition, the plan shall detail a back-out and recovery Process to be triggered in the event the turnover to production fails. The back-out and recovery process shall ensure that the old System is maintained and restored if necessary and all remaining data remaining available to County users with no impact to their job function or activities.

2.9.1 Interim Support Planning

The Interim Support Period shall be defined as the time between the start of the Rollout phase (or any part thereof) and the completion of the Transition phase¹⁴. Once the rollout of the application has begun, the number of help requests and problem reports will likely increase proportionate to the size of the user community. The best time to prepare for this requirement for application support is prior to the first installation. The Contractor shall support the County and its Outsourcing Provider in identifying and planning for issues that may arise during the System deployment, as well as provide a Deployment Support Plan that includes:

- Help request procedure
- Expected amount of help requests
- Help Desk scripts for issue identification and/or resolution
- Help request line's hours of operation
- Explanation of how help requests are prioritized in terms of criticality to company operations and their resolution
- Who will respond to the request for assistance during initial deployment as well as during normal operations
- Description of escalation policy and process
- The plan for end-user training and certification including the method and distribution of end-user training/materials,

Deliverables: The following as defined above;

- Release Bill of Materials

¹⁴ Transition is defined as the process by which and the period during which support of the application is transferred in its entirety to the County Outsourcing Provider.

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- Rollout to Production Plan for each release Phase and for complete System.
- Deployment Support Plan for each release Phase and for complete System.
- Help Desk Scripts for each release Phase – in a format prescribed by the County's Outsourcing Provider (NGIT)
- Contingency and Roll-Back Plan for each Phase and for complete System.

2.9.2 Transition Support Plan Documentation

Prior to the completion of System transition to the County's IT Provider, the following documentation, as a minimum, shall be prepared by the Contractor and provided to the County:

- ***Manpower requirements:*** Estimates of manpower requirements to support operation and maintenance of the System shall be provided. The skill sets required to operate and maintain the System should also be specified, with recommendations of which skills County Personnel must have to maximize uptime, and which skills are more cost-effective to secure on a contract basis.
- ***System Installation and Administration Manual***
- ***Completed Code***
- ***Operating Procedures Manual:*** Includes Diagnostic procedures, backup and restore procedures, and disaster recover procedures.
- ***Maintenance Manual:*** Information to aid in analyzing and debugging the software, apart from information already available in other delivered documentation.

Deliverables: The following as defined above;

- Transition Support Plan
- System Installation and Administration Manual
- Completed System Code
- Operating Procedures Manual
- Maintenance Manual

2.10 System Documentation

During the Deployment phase, or at specific phased rollout milestones in a phased migration approach, the following documentation shall be provided to the County (in addition to any documentation requirements identified in any of the above sections).

Deliverables: Both hard and soft copy documentation, which contains, at a minimum, the following:

2.10.1 Development Environment

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- *Tools:* All tools, with versions, including source code control, databases, development environments, documentation generators, code generators, report writers, compilers, etc.
- *Languages:* All coding languages used, including versions and target systems for each one.

2.10.2 Production Environment Information

- *Hardware configuration:* Client, application, and data tier hardware descriptions for the target production environment. Include minimum and recommended configurations, where appropriate.
- *Software:* All System and 3rd party software required for the client, application, and data tiers, including versions and hot fixes, for the target production environment. Include minimum and recommended versions, where appropriate.
- *Network requirements:* All requirements for required performance in the target environment with expected loads, including networking hardware and software protocols.

2.10.3 Database Information

- Finalized Entity-Relationship Diagrams
- Full Database Scheme
- Finalized Data Dictionary (not simply a database scheme)
- Specifications
 - a. Size: Initial size for data and transaction logs, as well as all settings for growth.
 - b. Capacity: Expected data load on the database before performance impacts are predicted to be seen.
 - c. Normalization and exceptions: Statement of adherence to normalization standards (Normal Forms) and exception justifications.
 - d. Expected growth rate: Given initial System usage estimates, the expected growth rate of the database in terms of storage.
 - e. Automated maintenance processes: Implemented and recommended backup and recovery processes for the database, including DDL, DML, data, and transaction logs.

2.10.4 Third Party Software Information

Information regarding any third party software (whether COTS Software or Contractor Software) required for the operation of the System shall be completely disseminated. Specifically:

- Vendor
- Product
- Version
- License Key(s)
- Warranty information: Product warranty information, including costs, renewal dates, and procedures to extend the warranty if desired by the County.
- Upgrade/support information: Technical support and contact information, as well as costs and procedures to increase or extend the support contracts.

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- User and Administrative manuals: All copies of electronic or written manuals for the products, as well as the costs for additional manuals and where they may be obtained.

2.10.5 Performance Metrics

- Response Times (actual & expected)¹⁵: Based on the expected loads, actual (measured) and predicted typical response times for typical large-scale operations and report generation.
- Concurrent users: Number of concurrent users that can be accommodated by the System; both the maximum number as well as the predicted number while still maintaining acceptable response times.

2.10.6 Scalability Assurance

The Contractor shall create a complete solution that is easily scaleable as future needs require it in order to maintain the required minimum level of performance. The Contractor shall provide specific documented instructions on how to properly scale the System up to accommodate future additional load on the System.

2.10.7 Source Code Escrow Information

Prior to delivery of IPTS source code to County (as required by the Agreement) the Contractor shall place all IPTS source code other than COTS Software Source Code in a “single beneficiary” escrow account. The Contractor shall provide the County with complete written documentation on the escrow account, including:

- Account history report, reflecting the specific code version in escrow
- Audit rights and procedures
- Release conditions
- Release process
- Use rights for Released materials

2.10.8 Miscellaneous

1. Declaration of Original Work (DOW): Written declaration stating that Contractor has either delivered ownership of or a satisfactory license to all software in the System other than COTS Software as required by the Agreement (including, but not limited to the right to modify software), signed by an appropriate legal representative of Contractor.

2. Failure modes: Identification and description of all possible system-wide failure modes, and recommended courses of action with respect to same.

3. Statement of known System limitations, defects, issues that could impact operations, and/or existing System workarounds

¹⁵ System performance must comply with County performance requirements as identified in this document and in the Outsourcing Agreement with NGIT. Any performance requirements identified in this document take precedent over those in the Outsourcing Agreement. It is the Contractor’s responsibility to ensure that the system performs in accordance with these MASL requirements.

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2.11 Data Warehouse

The overall objective of data warehousing is to produce an information infrastructure that provides the right information to the right people at the right time, at the right cost.

It is envisioned that the County will be able to gain significant benefits from the large amount of data that will reside in the IPTS database. In order to leverage that data with minimal impact on the production System and empower users with the ability to utilize the data for reporting and analysis purposes, a data warehouse System shall be designed and built in conjunction with the IPTS OLTP database.

The requirements listed below are by no means a comprehensive list, but are intended to provide a general idea of the technical needs and constraints of the System outside of the requirements analysis.

2.11.1 Solution Requirements:

2.11.1.1 Design Philosophy

An industry standard architecture approach (e.g., Inmon, Kimball, etc.) should be utilized, based on the data model developed in the IPTS requirements collection phase of the project. The System need only be Just-In-Time in nature and therefore should use the most simplified approach for ETL processes. Care shall be taken to implement an architecture that shall allow and facilitate new types of information delivery applications, including but not limited to: MIS, trend analysis and data mining, profiling, and decision support systems.

2.11.1.2 Reporting Requirements

The primary business value of the warehouse will be the ability to create, execute, and maintain ad-hoc queries from within the County agencies without the need for those agencies to request the aid of the IT organization. To this end, the architecture, tools, and platforms should be geared towards easy and effective reporting generation by users that are not sophisticated in their computer knowledge.

2.11.1.3 Data Requirements

The raw data for the warehouse will come, in its entirety, from the IPTS production System database – including the data converted from the legacy systems that IPTS shall replace.

2.11.1.4 Security Requirements

Security levels and auditing should follow as closely as possible the architecture of the IPTS production systems and security requirements shall be no less than those for the System generally. If the schema does not allow for development of proper security controls, the use of departmental data marts should be considered and proposed.

2.11.1.5 Metadata Requirements

Metadata for the warehouse should contain information similar to that found in the Data Dictionary for the IPTS production database, but should include information on the data source and transformations, if any. The Contractor shall recommend the depth of detail for data elements that should be in the Data Warehouse based on best performance for the County to review.

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2.11.1.6 End Users

In keeping with the primary goal of the system, end users should be provided with an intuitive and easy-to-use interface that will empower them with the ability to take full advantage of the data stored in the warehouse. If possible, the standards utilized for the development of the IPTS production System should also be used to guide the development of any end-user screens. If possible, the Contractor should implement or leverage the County's standard reporting tools for ad-hoc query or report generation tasks. The Contractor may purchase a COTS package for this interface and integrate it into the Data Warehouse. The package must conform to all the requirements in the SOW.

2.11.1.7 Platform Requirements

As much as possible, while not sacrificing overall performance and long-term viability of the warehouse, the hardware and software used for the warehouse should be both the same platform and provided by the same vendors, as the production IPTS System. Unless a virtual environment is proposed, the warehouse systems should be physically distinct from the IPTS production systems, primarily to minimize performance impacts on the normal IPTS end users.

2.11.1.8 Performance

Typical pre-defined queries against the warehouse should be optimized and should return results to the web user in a matter of "seconds." Ad-hoc queries against the warehouse should return in no more than a matter of "tens-of-seconds," or should otherwise be scheduled for alternate delivery (email) to the user.

2.11.1.9 Data Availability

ETL processes for the warehouse should be scheduled to minimize the effects on the OLTP database, but should be executed at least once every 24-hour period. A minimal amount of downtime is acceptable during ETL as long as the process is run during low-usage hours. The Warehouse must be up and available for use by the County from 6:00 am to 7:00 pm daily.

2.11.1.10 Business Information Directory

This dictionary contains all the contextual information about a system, such as date last updated, common usage, user definitions, derivation rules, data ownership, etc., in a language that business users can understand. The function of the BID is to provide County users with a facility to discover, understand, and access data.

2.11.1.11 Scalability

The warehouse should be based upon a scaleable infrastructure that includes scalability in software, hardware, staffing, and operating procedures.

2.11.1.12 Maintenance

The warehouse should be essentially maintenance-free to the extent that all ETL processes and derived data transformations should be completely automated.

2.11.2 System Documentation.

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Documentation specified in the “System Documentation” section applies to the data warehouse as well, with the following additions specific to the warehouse:

- *Metadata Dictionary:* All the technical details about the system, such as field lengths, table names, logical descriptions, table space definitions, indexes, etc.
- *Schema*
- *Processes and procedures:*
 - Initial process and results as well as detailed documentation for ongoing automated processes such as ETL.
 - Documentation of backup/restore and disaster recovery procedures.
 - Documentation of suggested and required maintenance to ensure optimum performance.

2.11.3 Phase Plans.

Inclusion of the warehouse as one of the phased implementations.

Deliverables: Deliverables include both the inclusion of the development of the warehouse in the phased-development approach, and the System documentation specific to this component.

2.12 System Backup and Recovery Requirements

The Contractor shall engineer, develop, test, and ensure the functionality of, a backup and recovery architecture that guarantees the IPTS is fully protected against loss of software or data due to fault or disaster and conforms to County MASLs specific to backup and recovery requirements. All hardware required to support the backup and recovery architecture shall be purchased by the Contractor and included in the fixed price.

Backup/recovery architecture should, at a minimum, support the following:

1. Functions within the NGIT networking framework, including as specified in County Information Technology Standards attached to this SOW as ***Appendix B***.
2. Allows a point in time recovery of data.
3. Prevents the permanent loss of business data, information, and knowledge capital.
4. Provides the ability to restore the entire environment in the event of a catastrophic failure, minor failure, or human error that results in the loss of data from the System.
5. Shall be scalable in order to accommodate increasing data volumes.
6. High throughput within the entire subsystem (network, fibre channel, SCSI, and tape drives) to meet backup and recovery windows.
7. Ability to backup large databases without significant application downtime.
8. Ability to restore data in a timely manner.

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9. Leverage existing NGIT skills and infrastructure where possible.
10. Manual scheduling/initiation of backups.
11. The System may be taken off-line for a short period of time to perform backups

The Contractor shall be tasked with engineering and developing a hardware, network, and OS architecture that will ensure a high level of availability of the System (System redundancy etc.), outside of normal scheduled maintenance periods. The architecture shall take into consideration the following factors:

- *Hours of Operation.* Public users should generally have access 24 hours a day, seven days a week, with the caveat that very little usage is expected in the midnight – 5am timeframe. County users will utilize the System heavily during normal business hours (7am – 6pm, M-F), and less heavily from 6pm to 10pm. It is suspected that the prevailing public usage will be OLAP based, while the County use will be more heavily OLTP based.
- *Impact of Downtime.* Outside of automated business reporting functions and the like, clearly the highest impact from downtime will occur during the County's working hours. The impact of downtime for public users, although not "mission critical," reflects on the County negatively and is also a high-priority to avoid.
- *Critical Processes.* Many of the subsystems are deemed critical for the efficient operation of the County. These systems should be given extra attention when planning for availability.

2.12.1 Disaster Recovery

Any fault or disaster that causes the extended loss or complete shutdown of the proper functioning of the IPTS System shall be considered a disaster. The Contractor is to propose and design a disaster recovery plan and architecture that shall allow the County to recover within 48 hours following a disaster so that the impact on the County is minimized. NGIT will advise Contractor as to the County's disaster recovery standards and framework as they relate to information technology and the means of complying with such standards and framework. Specific aspects of disaster recovery must include:

- From the point of the disaster, the System shall be able to be restored within 48 hours.
- The data in the restored System can be current with the last full backup. System backup will be the responsibility of NGIT however, the Contractor shall architect the System in such a way as to ensure that NGIT can successfully back it up according to their (NGIT) established standards.
- Automated processes that were scheduled to run during the System outage shall automatically start up after the System is restored.

Deliverable: Documented Disaster and Recovery Plan that addresses the above-listed elements.

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2.13 Training (User Training)

The Contractor shall be responsible for developing and providing training materials and for training County Personnel on System operation. The Contractor shall employ professional training staff (not technical staff) to conduct training sessions and to prepare training and user materials. The County shall have approval over Contractor-provided staffing used for training and over the format/content of the training to be given. County and Contractor Personnel shall work together to develop the format/content for the training and user materials that the Contractor shall produce. These materials shall be provided to the County in both hard and soft copy. The County must approve these materials before they are distributed to County staff for use. This is not a “train the trainer” approach, but formal hands-on training provided by the Contractor to all applicable departmental staff.

Written Training Materials and User Guides shall include but not be limited to:

1. Instructions for System navigation and use, which includes *visual presentation of all screens* (screen shots), System tables, and other System visual components. User guides and training materials shall be compiled and broken into functional categories. These categories shall be defined by the County.
2. A catalog of all reports, forms, letters, and other system-generated documents (generated either automatically by the System or by the user). This catalog shall include, at a minimum a copy of each report, form, letter, or document together with a description of its contents and step-by-step instruction on how to produce it (either user produced or System produced).

Deliverables:

- System Training Plan, which includes number of persons to be trained, time/date of training, and training curriculum.
- Formal training sessions to include all ARCC, TTC, A&C, and COB staff involved in property tax business functions.
- Training Manuals: the look and feel of the manuals shall be consistent across all business functions.
- User Guides – for all IPTS business functions – the look and feel of the guides shall be consistent across all business functions. User Guides are not the same as the Training Manuals.
- User Testing – to ensure user competency in System operation. The County shall develop and administer the user (staff competency) testing required for acceptance prior to Contractor payment.

2.14 Hardware Acquisition

The Contractor shall, as part of the Total System Price, acquire and maintain the hardware identified by Contractor in its proposal, necessary for Development and Testing, and secure the hardware/infrastructure necessary to both stage and deploy the System in the production environment. All hardware acquired under this contract shall become the property of the County and/or its Outsourcing Provider.

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IV System Requirements

The following is a list of functional requirements for the IPTS. The Contractor shall provide the County with a System that contains, at a minimum, functionality described below:

1. General System Requirements

1.1 Centralized Functionality

Certain requirements are central to the new System, and form the backbone for all subsequent functionality. These requirements may have a significant impact on System architecture.

1.1.1 Event-Based Transaction Sequencing and System Processing

Actions taken affecting property normally occur prior to notification of the Assessor, Tax Collector, or Auditor. As a result, most, if not all actions that affect System records have both a retroactive effect – requiring an adjustment to past records, as well as a future effect – requiring no adjustment other than normal System processing. The IPTS shall provide the architecture/functionality/processes necessary to support retroactive processing as necessary, including but not limited to:

All transactions shall utilize the event effective dates for time-ordered processing, as opposed to transaction dates.

The System shall automatically make all required adjustments to the records based on new event information, including but not limited to the re-calculation of the assessment and tax rolls, apportionment, tax bills, taxes receivable, revenue, payment plans, and refunds (if applicable).

A single event may trigger multiple recalculation transactions that affect previous transaction results, including but not limited to, the production of a new tax bill, notice, letter, notification to Taxing or other Agency of new apportionment information, and/or the generation of refunds for tax overpayment. The System shall accommodate the foregoing, and shall provide for automated processing of all bills, notices, letters, notifications, and/or refunds as needed.

A complete event and transaction history shall be maintained. New transactions that change prior information do not overwrite System records or transactions, but shall add information or new records and/or transactions, which provide the necessary information.

1.1.2 Transaction History

- The System shall store and have ability to display a complete history of all events, transactions, and changes associated with each record.
- A minimum of 20 years of historical data shall be retained in the production System. This threshold for years of data retention shall be user-configurable.

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- Data older than the threshold shall be deleted from the production environment (aging) and archived. Archival records shall be stored in electronic form for ease of retrieval and viewing. Aging shall take place annually.
- Complete audit trails for all transactions with respect to file, field, or data elements (add/edit/delete) are to be captured and stored. At a minimum, this trail shall include user identification or source (if electronically updated), date of update, data updated, and supervisor approving update (if required). Users shall be provided the tools or reporting ability necessary to view and/or print audit trails for specific transactions.

1.1.3 Workflow Management

The business processes defined in the requirements require the use of a robust Workflow Management System (WFMS) as a component of the IPTS. The WFMS shall provide comprehensive workflow capabilities, including but not limited to:

- Automatic routing of work between users within one department, and across multiple departments. Routing includes notification to users that work is pending.
- The ability to easily and efficiently modify the workflow process flows as the business processes of the County change.
- Support of an indefinite number of workflow process statuses, such as “Initiated,” “Active,” “Suspended,” “Terminated,” “Complete,” etc.
- Support of an indefinite number of user classes, such as “clerk,” “analyst,” “supervisor,” etc.
- The ability to create non-binary process flows (state transitions).
- Work queues with automatic notifications to staff of pending work
- The ability for supervisors to add notes/comments when re-routing work back to staff.
- Integration capabilities with systems outside the IPTS.
- Transaction persistence
- Robust tracking and management reporting capability
- Interface abilities: the workflow aspects of the System shall interface with and receive data from other workflow systems – specifically workflow from the TTC Remittance Processing System.
- Support simple, ad hoc workflow routing (supervisors should have the ability to route work as needed)
- Support the ability to reassign work at the supervisor or manager level.

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- Support out of office rules for any automated work assignment
- Support automated work assignment based on load balancing across role members
- Track history of each work item including actions taken, by whom, and with time stamps.
- Management interface allowing review of items in each work queue with statistics including time in queue and user assigned.
- Built-in escalations based on time in queue (including notification and reroute to supervisor).
- Workflow will be image enabled, allowing users direct access to appropriate documents/images necessary to take action.
- Support supervisory review and approval of work queue items in the work queue itself.

The specific workflow path and routing of transactions between users shall be defined with the County during the General System Design phase and shall be identified and included in the General Design Document Deliverable.

1.1.4 Document Management

The County departments involved in the Property Tax Administration process utilize a shared Document Management System comprised of the following modules: EMC Corporation Documentum Application Extender, EMC Corporation Captiva InputAcell and Captiva Dispatcher, Kofax Ascent Capture, and EMC Corporation Clariion SAN and Centera storage frames. The DMS provides for document imaging and storage. IPTS will not replace this DMS platform. As described in "Miscellaneous Matters", Section 5, the Contractor shall execute a subcontract and work with the County's designated third-party imaging solution provider Wave Technology Solutions Group (Wave TSG) to ensure that:

- All necessary interfaces are designed, developed, and implemented to interface the IPTS with the current DMS platform (that platform includes a front-end capture environment, which utilizes OCR, forms recognition, automated separation, and document types). The Contractor shall provide all work necessary to ensure that data generated in the DMS during scanning via OCR shall be brought into IPTS for pre-population of data elements and the initiation within IPTS of automated work processes where appropriate. **Appendix G** includes all forms that are currently being scanned with OCR and those that we expect to have processed with OCR in the next 3 years. The system shall be built and deployed so that additional forms can be added in the future to the existing list without alternation of System code.
- Work processes within IPTS can be initiated either by manual user input with or without scanning a document or automatically through data-capture imaged events
- The IPTS shall be able to search for and access all property-related imaged records (e.g. Parcel, Owner, Tax Bill, etc) using existing DMS platform records-indexing schemes and document type categories.

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- Users can work from hard-copy documents or view scanned documents as part of their work. The functioning of the IPTS shall not be dependent upon the receipt of a scanned or electronic document.
- All documents (including forms, letters, notices, maps, photos, etc.) associated with a parcel, owner, tax bill, or other entity that resides in the document management System are accessed directly from the IPTS. Users of IPTS do not go outside the IPTS System to locate and view documents associated with the action they are taking (system update and/or review of System information). The IPTS shall rely on the current scheme of records indexing in the County's Document Management System for association of stored documents with the IPTS parcel, owner, tax bill, etc. There shall be no additional work required on County's Document Management system to re-index or in any way, reconfigure these records to interface with IPTS or be viewed by users while in the IPTS. In addition, the System shall not close an IPTS screen in order to display an image pulled from the DMS.
- System navigation shall be designed to ensure that users are not required to perform a separate search to locate documents associated with specific IPTS records. Those documents are associated directly to the IPTS records and accessed by the user through a direct link, menu item or other type of selection tool. The user shall not be required to leave the IPTS screen they are viewing/working on to search for documents associated with IPTS processes.
- When users are working directly from documents (to create/update/delete), the System shall have the capability to display simultaneously the document image and the System screen necessary to perform the data entry function. If they choose, users will not have to move back and forth from the document screen to the data entry screen to input or review data. Both will be provided within one viewable area. Users shall be able to zoom (enlarge) and view any area of the document while working with the image. However, users shall also have the option of working directly with hard-copy, and not stored images.
- System will integrate appropriately with document management system to support document and record series security. System will allow users access to documents based on group membership or role. Additional access levels will be maintained based on functions that can be performed on the document (read only, modify values, annotate).
- Integration with CoSD Active Directory is required.

1.1.5 Case Notes

The System shall permit users of IPTS to view, in logical sequence, notes made on certain actions taken or received on parcel, property, or owner records. Those actions include but are not limited to System-generated notices, letters, and forms; problems identified and/or resolved; phone calls received; and other notes made by System users specific to record information.

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This history shall be provided through a case notes function, with its own distinct set of screens and menu items, which allows for both the automatic recording of notes specific to System generated actions (action type, date of action) as well as free-form text formatted and submitted by System users.

- Case notes shall be associated, at a minimum, with parcel number, personal property account number, tax bill number, Situs address, and owner. Case notes shall be directly associated with a property, parcel, and/or owner and can be accessed by users directly when viewing any of these record types. Additionally, users can search for notes using any of the five categories (parcel number, personal property account number, tax bill number, Situs address, and owner) as criteria.
- System generated actions shall be entered automatically into the case notes feature. At a minimum, these notes will contain the date the action was taken, a notation that it was System generated, and a description of the action. System generated case notes will be identified with the County during the Detailed Design phase of the project.
- The System will provide users with the ability to enter their own notes. The System will record the date the note was made, the identification of the user entering the note, and the text of the note itself.
- Case notes, once entered and submitted to the system, cannot be changed and/or edited.
- The System will provide a search feature, which allows users to search the notes for specific text, dates, or a range of dates, terms, or users.

1.1.6 Document Generation

- All documents, letters, notices, and other reports generated either by the user or by the IPTS, shall have all fields automatically completed by the System prior to their generation. The users of IPTS shall not be required to input any information into those documents if that information resides in the IPTS database.
- The System shall enable users to view the completed document on-line prior to its generation and make necessary edits and/or corrections on the document itself.
- The IPTS shall maintain a copy of all documents generated by users or automatically generated by the IPTS. These copies will be read-only and cannot be otherwise modified. These documents shall be stored in the IPTS database, and not in the County's Document Management system.
- The IPTS shall barcode outgoing letters, notices, or other documents. The barcodes will associate the document with the property, parcel, address, or owner record. If the document, by design, is expected to be returned to the County, barcodes will also be provided which identify the type of response received. The goal is to minimize the

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amount of data entry System users are required to perform if bar-coded responses can be associated with data elements. The IPTS shall read the bar-coded response and update the System as required.

- If the receipt of the document requires users to enter data, the System will associate the bar-coded document with the property, parcel, address, or owner record specific to that document, and automatically provide the user with the data entry utility screen specific to that record – while displaying the image for user view. The receipt of bar-coded returned documents shall be incorporated into System workflow and routed, by the System to the designated user work queue for processing.

1.1.7 Accounts Receivable

The structure of the receivable account is critical to the efficient and effective operation of the IPTS. Tax collections, processed through the Remittance Processing System (RPS), are currently identified to a specific receivable by bill number and amount of payment. Any single tax bill may contain multiple receivable types. For example, a bill may contain taxes due for a particular tax roll or multiple rolls, penalties due, fees due, and/or interest due. The IPTS shall be designed and developed to ensure that for each owner, parcel, and/or personal property account, taxes and other amounts calculated and recorded as owing (receivable types) and/or paid are identified separately (separate line items) for each distinct combination of bill number, roll and year, and receivable type (taxes due, penalty, fees, and interest amounts). The IPTS shall be able to receive information from: the TTC Payment Consolidation or Central Reconciliation System (requiring an interface with IPTS), through Electronic Funds Transfer (EFT), from CORTAC agency interfaces, Web and/or IVR payments, and from the TTC Cashiering System; such as total amount paid and bill number. The IPTS shall allocate, automatically, the total paid among the receivable component combinations associated with that bill. Allocation of collections among the accounts and receivable components will be based upon a user-defined formula or priority listing or shall be defined by the Payment Consolidation or Central Reconciliation System and allocated through the interface with the above.

In addition to the detail described above, the System shall maintain a running total of all amounts due or owing on a particular parcel, for a particular personal property account, and the total of all amounts owing (for all parcels) for a particular individual/business owner. If an individual owns multiple parcels and/or has multiple receivable accounts, the System shall roll up those accounts and provide the user with the ability to view on one screen, all financial account information for all parcels and/or properties owned by a single owner. Users should not have to search multiple parcel or property accounts to determine what a specific individual may owe or have paid.

To find amounts owing and/or paid, the System shall permit users to search on a parcel number, Situs address, owner or taxpayer name, tax ID number, personal property account number, and/or tax bill number.

1.1.8 Double-Entry Accounting

The recording of financial information by the System shall adhere to Generally Accepted Accounting Principles (GAAP) for double-entry accounting. For each entry of financial information (receivable, payment, etc...), the System shall also record an equal and opposite

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entry (or numerous entries that sum to the original amount)¹⁶. For example, the creation of the owner's tax receivable shall have a corresponding revenue entry in the agency fund account (summed through numerous fund accounts and accumulated at the TRA level). Payments received and posted against the receivable, shall likewise be accumulated at the TRA level then posted to the revenue account(s). The IPTS shall conform to the County's Oracle Chart of Accounts.

1.1.8.1 Internal Accounting Controls

The system design shall incorporate application controls appropriate for accounting subsystems, as prescribed by Generally Accepted Accounting Principles (GAAP), to ensure that financial transactions are properly authorized and are completely and accurately recorded, processed, and reported.

1.1.9 Maintenance of Tax Rate Area Information

Essential to the ability of the IPTS to calculate and apply the correct tax rates to the properties, record tax revenue, and distribute the tax collections correctly to the agencies that receive them, is the structure and functionality surrounding the maintenance of the Tax Rate Area (TRA) information.

As each parcel/property is located within one TRA¹⁷, and as each TRA contains multiple funds¹⁸, and as each fund has a tax rate or special assessment fee associated with it, the System shall provide the users with the ability to create/update/delete the information contained in the property/TRA/fund relationship easily and accurately.

The taxes receivable and revenue¹⁹ are a function of the fund/TRA structure, with the tax rates calculated at the fund level, summing the funds' rates at the TRA level, and billing the summation (rates x property value) at the owner level.

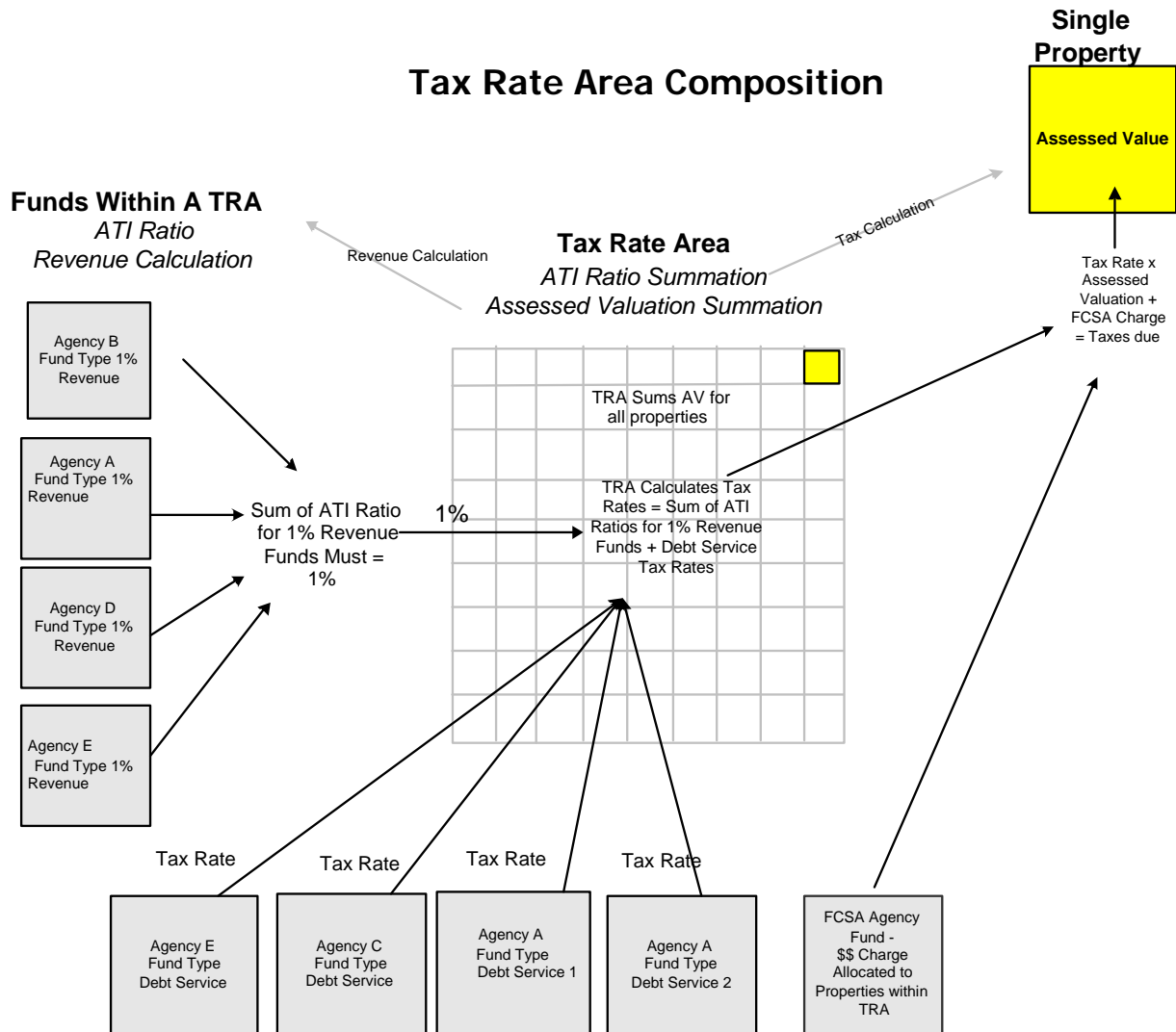
¹⁶ The "opposite" entry may result in the System sending a transaction through the interface to the County's financial accounting System (Oracle). For example, for taxes collection, the distribution of the tax collections from the agency fund will result in an entry in both the IPTS (to send the money) and in Oracle, to receive the money.

¹⁷ Currently, the County maintains over 4,950 TRAs.

¹⁸ Any given fund can be associated with multiple TRAs.

¹⁹ Revenue accrues and is reported to the taxing agencies when the receivable is calculated (irrespective of what is collected). When taxes are paid, they do not affect the revenue accrued, they only affect the receivable balance. Revenue is adjusted when corrections are made, prior year escapes enrolled, penalties/interest/costs are posted, and when 2% pass-through is processed.

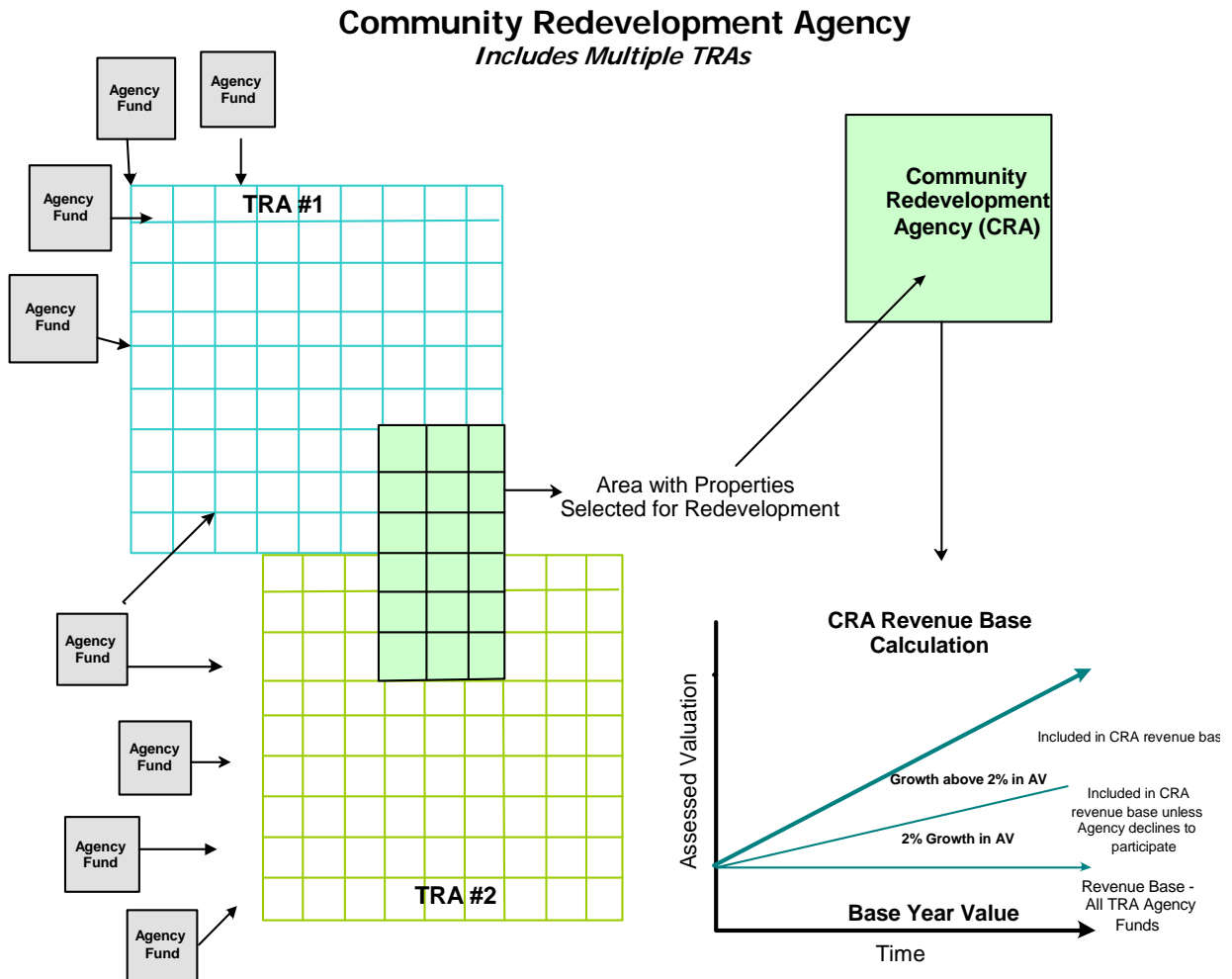
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Therefore, the System shall also identify taxes receivable and taxes paid with each TRA/fund combination and adjust TRA receivable/payable information as financial information changes.

Additionally, the System shall accommodate the structure necessary to maintain and incorporate information specific to Community Redevelopment Agencies (CRAs) within the functionality included for TRA maintenance. CRAs receive a portion of the tax revenue based on growth in the value of the parcels within the geographic boundaries of that CRA. However, unlike the TRAs, CRAs do not drive the tax rates – they only receive revenue.

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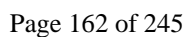


1.1.10 Apportionment of Revenues and Collections

With over 950,000 taxable parcels, and over one million payments received, the allocation of both revenue and collections to the agency funds is not performed on a per-parcel or individual collection basis. The result would be millions of small dollar or fractions-of-a-dollar transactions hitting the agency fund records annually. The concept of apportionment is to aggregate revenue and collection amounts²⁰ at the TRA level, calculate the agency funds' share, then "apportion" those amounts periodically to the agency funds, thus reducing substantially the number of transactions that affect the agency fund records (*Figure 1*).

²⁰ This process includes the allocation of adjustments and refunds as well as revenue and collections.

Figure 1
Apportionment Process – Aggregation and Allocation of Revenues and Collections to Agency Funds



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Within the TRA structure, the System shall aggregate and calculate the agency fund(s)²¹ share of both revenue and collections, and apportion those amounts to the funds periodically – at times to be determined by the users. Unless shown by the Contractor to substantially impact project cost and/or risk, the System shall, at a minimum, have the capability of processing and apportioning revenues and collections through the TRA to the agency funds on a daily basis.

1.1.11 Public Access to IPTS Data

The County provides the public with access to view specific tax account information as well as the ability to make tax payments either through the Internet or through a voice response unit. The IPTS shall be designed and developed to ensure accurate and efficient inter-operability with County-selected web (view and payment functions) and VRU tax payment applications as well as provide the architecture necessary to ensure that System security meets County-required standards, including those for user authentication. The Contractor shall, as part of the fixed price, design, develop, and implement the interface between the IPTS and the County's Internet application and Voice Response Unit.

1.1.12 On-Line (Internet) Data Submission

Although certain state regulations currently require an original signature (written by hand, not electronic) with the submission by the public or other agencies of certain required forms (e.g., Change in Ownership, Assessment Appeals, Personal Property 571, etc.), the public and other agencies outside the County should be permitted to enter the required information on-line, through the Internet, print a form from their local PC, then sign and submit to the County. The System shall provide this functionality for on-line data submission and capture (functionality includes the web-application for public submission of data), with user approval required prior to database update.

If data for form completion resides in the IPTS database, the public shall not be required to enter that data. Following County-required security and authentication processes, the public shall be given access to data specific to their account, and the System shall pre-populate certain fields in the form. For all Internet submissions, the System shall validate the data at the point of entry to ensure accuracy and completeness. The System shall not allow the submission of incomplete and/or inaccurate data.

Data submitted and accepted via the Internet shall be saved by the System, and placed into a user work queue until such time as the user receives the signed form and can validate and submit the information for System update. The database shall not be updated without user review and approval.

²¹ Revenue and Collections for FCSA Fees are not apportioned. These fees are charged directly to the property accounts, with both revenue and collections flowing from the property accounts directly to the FCSA Funds.

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As legislated requirements specific to form submission and signature may change, the System shall be designed to accept a digitized signature, or other authentication process which would eliminate the need for the submission, by the public, of a hard-copy document.

Specific On-line forms applicable to the above requirements include those identified in *Appendix F*.

1.1.13 GIS Interface

The County uses GIS applications for assessment, review, and other processes. The IPTS shall interface with the County- selected GIS in such as way as to allow the users to select a property within the GIS application and immediately access information from the corresponding record in the IPTS (for the same parcel). The Contractor shall design, develop, test, and implement the interface between the IPTS and the GIS required for the IPTS to provide the functionality to allow:

- Users to build an appraisal, interactively, using comp sales displayed on the map.
- Permits and workflow items are plotted on the map to assist in the field canvass.
- Using GIS integration, users can identify, correct, or add characteristics that have not been previously captured.

1.1.14 Base Value Management

The System shall be architected to ensure that historical ownership slices and accompanying assessed values are retained, displayed, and used as the basis necessary to calculate taxes owed and provide for accuracy in subsequent valuations. *Appendix E* describes certain scenarios under which these value “segments” become important and also contains those System requirements necessary to ensure that valuations are accurate. *Appendix E* also contains a description of the impact “point in time” events have on both segment information and the accompanying assessments.

1.2 General User Requirements

The following general user requirements shall apply to the IPTS as a whole.

1.2.1 System Usability

1.2.1.1 The System shall be user friendly and intuitive to operate to users of varying levels of computer skills and experience. The interface should be built such that the least-knowledgeable user can use it effectively, but the interface should also accommodate more efficient use by “power users” through mechanisms such as keyboard shortcuts and auto fill text, etc.

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1.2.1.2 System terminology shall be consistent: within a screen, from screen to screen, in on-line help, and in written documentation.

1.2.1.3 Ad-hoc reporting: System users shall have the ability to generate ad-hoc reports using mainstream tools.

1.2.1.4 Displayed data shall be easily understood; the System will have no reliance on a user's understanding of codes. If codes are used in display, the System will also display an explanation of that code.

1.2.1.5 The user shall have the ability to copy and/or move portions of records within a record, or between records via Window's standard methods.

1.2.1.6 A search utility shall be provided which allows users to search for records by, at a minimum, parcel number, owner, business name, Situs address, Assessor's account number, tax bill number, Assessment Appeals number, and Refund claim number.

1.2.1.7 The System shall provide comprehensive On-Line Help.

1.2.1.8 Users shall have the ability to have multiple roles in the System within a single login

1.2.1.9 For any "Drop Down" menus or other data-entry tools, the user shall be able to either use the menu functionality, or enter the information in the field manually. If entered manually, the system shall ensure that the data is consistent with the form/format of data in the database and is, therefore, accurate as to form and format.

For all drop-down menus, the user shall be able to enter multiple characters (not just the first character) up to and including *all* characters, in the field box in order to find the menu item in the drop down.

1.2.2 Table-driven Process Data Modification

The IPTS shall not contain any "hard coded" information that pertains to business-specific processes or rules, nor will that information be persistent in the System. All such information is to be stored in the database so that it may be modified at any time. The System will query the information in real-time during process execution and will not allow the data to persist in memory so that changes to the data in the database will affect the System without the need to restart any executable processes.

Access to business process data shall be facilitated through end-user maintenance screens – direct database access to modify the values should not be necessary.

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All historical business process data shall persist in the System so that an audit trail can be maintained. Changes to the data shall be accomplished by adding a new record, with a timestamp and identification of the user that made the change. All functions that utilize the data shall use the latest time stamped value in all cases.

1.2.3 Concurrent Roll Processing

Users shall be able to add/edit/delete information for any tax year, and any tax roll at any time. The System shall not prohibit users from updating data that affects past and/or future rolls regardless of the status of those rolls (permission may be required).

System will provide for “locking” of roll information. This locking will prevent changes to roll records without specific authorization. The date/time of roll locking will be user-defined based on roll type and specific timing requirements.

1.2.4. Import/Export

The System shall allow users to import and/or export data from/to other products such as Microsoft Excel, Word, and Access as well as the importation/exportation of data from other platforms such as GIS.

1.2.5 System Design Elements

1.2.5.1 Access to various screens, and fields on each screen, within the System shall be determined at run-time, based on user permissions. The security access rights shall be configurable via maintenance screens that affect the System in real-time. The System shall keep an audit trail of access changes (business process data).

1.2.5.2 The System shall contain a test environment for every business process. This environment will be used for, at a minimum, training staff and testing System changes/ enhancements. Changes to the test environment will not affect the production System.

1.2.5.3 Data entry screens shall be designed to best facilitate the business functions of each class of user so that navigation of the System can be minimized while performing typical tasks.

1.2.5.4 Field validation shall take place in the presentation layer and require the user to correct the error before leaving the item focus. Data validation shall take place on the server and shall be done once per screen at the point the data is saved. The data validation logic shall be table-driven and modifiable by the appropriate user.

1.2.5.5 For on-line transactions, the System shall validate the data entered at the point of submission and not accept data that is incomplete and/or inaccurate. Users, and the public if appropriate, shall be required to submit complete and accurate information for System acceptance.

1.2.5.6 When the public or other entities complete and submit forms on-line, the System shall store and have the ability to display, an electronic copy of the completed form.

1.2.5.7 The System shall include a robust and comprehensive exception-handling infrastructure including, at a minimum, logging and reporting of source, type, severity, and implications. The

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System shall also automatically handle basic exceptions and recommend actions for more severe exceptions.

1.2.5.8 System will provide for multiple levels of security. Working with the County, the Contractor shall identify and document these levels in the Detailed Design/Functional Specifications Document.

1.2.5.9 The organization and processing of financial information shall conform to the County's established Chart of Accounts.

1.2.5.10 The System shall accommodate the existing parcel numbering scheme, used by the Assessor. The existing scheme includes a Book, Page, Block, Parcel Number, and a Sub-ID format.

1.2.5.11 All transactions that affect financial information – or will lead to changes in financial information, shall require no less than two levels of approval. The System shall prohibit supervisors from approving their own work.

1.2.5.12 Geographic Information Systems. Modern Geographic Information Systems (GIS) provide many analytical tools and visualization techniques that assist in the appraisal process as well as in the user interface. This System shall be designed for interoperability with GIS systems specifically so that users can import GIS information into the IPTS, and have that information available for analysis (primarily Assessor staff) and for the public to view both IPTS and GIS-related information when accessing property records. This is specifically important for the System's CAMA functionality. There must be a seamless integration with GIS which will enable the user to import and display all relevant and available GIS-enabled information (including aerial, oblique and/or street level images) when working tasks related to viewing and/or appraising properties.

1.2.5.13 Automatic E-mail Notifications: Where noted in the Functional Requirements Tables, the System must send out automatic e-mail notifications to users, customers, or other designated parties (provided System database contains the e-mail address). It must seamlessly interface with and use the County's E-Mail System for these notifications.

1.2.6 Multiple Data Elements

When a defined one-to-one relationship does not exist between two related entities, the System shall support a one-to-many relationship, without a limit, both in data storage and display. For example, an owner can have a mailing address, a home address, and a business address. The System shall accommodate all three and include a "type" field for identification of the significance of the data.

1.2.7 Source Designation

A "source" field shall be provided for all case-related data entering the System. This data includes but is not limited to data specific to an owner, agent, address, phone number, driver's license number, tax id number, and e-mail address. Sources of this data could include but are not

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limited to information taken by phone, information received via e-mail, correspondence, interview, and interface (such as DMV).

1.2.8 Primary Designation

When multiple records exist in a one-to-many entity relationship, the System shall provide for a “Primary” designation for one, and only one, of the entities. This designation will specify which entity should be used as the default value for actions that call for only one of the (possibly) many fields – for example mailing address for billing and other correspondence.

2. Function-Specific Requirements

2.1 Specific Functional Requirements

The Functional Requirements Tables identify requirements for the specific functions that make up the property assessment and tax collection and revenue apportionment process. The Functional Requirements Tables must be reviewed together with the functional Use Cases found in *Appendix D*. Together, these identify the function - specific requirements for the System. The Use Cases also contain explanations of terminology and processes referred to in the Functional Requirements Tables. Additional information on current processes is also included in the 2003 Requirements Analysis, Volume 3 – Activity Models and in the Requirements Supporting Documentation provided as attachments to this RFP.

The new IPTS shall provide more automated functionality than is provided by the current multi-system configuration (including ACCESS databases and EXCEL spreadsheets). If specific automated functionality is not listed below, but is currently provided and identified in any of the Background and Requirements Analysis Documents provided as supplemental information to this RFP, that functionality shall be included within the new IPTS.

Note 1: The terms “IPTS” and “System” are used interchangeably in the discussion below. When a piece of functionality is specifically identified in the Functional Requirements Tables as being “user-defined”, this term refers to specific identified instances of reports, algorithms, processing hierarchies and the like that shall be defined by the County *during System design*. It does not mean that the County will provide to the Contractor definition for those existing algorithms, etc. that are needed for System design and development. It also does not mean that individual System users will provide definition upon System access or when performing a particular function. In many instances, those areas listed as “user-defined” or “user-maintained” may result in the Contractor developing a System table, which can be updated/changed periodically by the County as laws and/or County processes change.

Note 2: Although many reports/notices/letters/documents are referenced as inputs and outputs in the requirements outlined in the Functional Requirements Tables and in *Appendix D*, this should not be considered the complete listing of required outputs for the IPTS. The Contractor can assume that the County shall require no more in number than the number of reports and correspondence types included in the below Table, and that number shall be the maximum number of reports that will need to be designed, developed, and implemented as part of the IPTS. However, as many of the current reports are “check” or “exception” reports that result from the current multi-system configuration, it is anticipated that not all will need to be developed as a result of the integration required for the IPTS.

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Below is a table of the approximate amount and approximate level of complexity the County believes represents the current report/correspondence library.

Current Report Library Table

Rating	Report Characteristics	Number Required, by Dept		
		A&C	ARCC	TTC
Simple	--Simple query --Simple mathematical operations --Simple layout --Simple pre-defined parameters to modify/filter results --Default print settings can be individually configured for each report --Print orientation and paper size can be modified prior to printing from IPTS --Report output can be saved by users in Excel, Word, and PDF formats	640	520	500
Moderate Complexity	--Moderately complex query or multiple simple queries --Moderately complex mathematical and/or statistical operations --Moderately complex layout --Moderately complex pre-defined parameters to modify/filter results --Default print settings can be individually configured for each report --Print orientation and paper size can be modified prior to printing from IPTS --Report output can be saved by users in Excel, Word, and PDF formats	700	580	400
Complex	--Complex query and/or multiple queries --Complex mathematical and statistical operations --Complex layout --Complex pre-defined parameters to modify/filter results --Ability to enter custom parameters --Default print settings can be individually configured for each report --Print orientation and paper size can be modified prior to printing from IPTS --Report output can be saved by users in Excel, Word, and PDF formats	220	200	200
Ad-hoc	--User-created and defined report --Report output can be saved by users in Excel, Word, and PDF formats	30	500	200

	Correspondence	Number Required, by Dept		
		A&C	ARCC	TTC
	System generated letters and notices that are mailed	12	450	100
	System generated correspondence that are e-mailed	35	0	20
	System generated correspondence that are interdepartmental	12	15	20

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Note 3. For all reports/notices/letters/documents that are system-generated, the System shall also allow users to print each and any upon demand. Additionally, although the System is required to verify and validate data at the point of entry, reports shall still be required which serve to confirm the accuracy of that validation. These “exception” reports shall be System generated - to be defined by the users during the Detailed Design Phase.

Note 4: For Module I Report and Correspondence requirements, the Contractor should assume that, of the reports and correspondence identified in the above Table, A&C will require 67% to be produced, ARCC will require that 88% be produced, and TTC will require that about 75% be produced. The Contractor shall, as part of the Module I component price of the firm fixed price, include pricing to design, develop, test, and implement the above report and correspondence requirements.

Below is the list of tables that define the function -specific requirements for the System. Please note that those requirements included in Module 1 have been identified in the tables. The individual tables are contained in the “Exhibit D – Functional Requirements Tables.zip” file.

COSD – IPTS – Address Maintenance Requirements.xls
COSD – IPTS – Apportionment and Distribution Requirements.xls
COSD – IPTS – Assessment Appeals Requirements.xls
COSD – IPTS – Assessment Roll Generation Requirements.xls
COSD – IPTS – Bill Maintenance Requirements.xls
COSD – IPTS – Business Personal Property Requirements.xls
COSD – IPTS – Change In Ownership Requirements.xls
COSD – IPTS – Computer Assisted Mass Appraisal Requirements.xls
COSD – IPTS – Construction and Permits Requirements.xls
COSD – IPTS – Customer Service Requirements.xls
COSD – IPTS – Delinquency and Bankruptcy Requirements.xls
COSD – IPTS – Exclusion and Base Value Transfer Requirements.xls
COSD – IPTS – Exemption Management Requirements.xls
COSD – IPTS – Parcel Maintenance Requirements.xls
COSD – IPTS – Payment Plans Requirements.xls
COSD – IPTS – Payment Processing Requirements.xls
COSD – IPTS – Property Account Maintenance Requirements.xls
COSD – IPTS – Refund Requirements.xls
COSD – IPTS – Special Assessments Requirements.xls
COSD – IPTS – Tax Roll Generation Requirements.xls
COSD – IPTS – Tax Sale Maintenance Requirements.xls
COSD – IPTS – TRA Fund Maintenance Requirements.xls
COSD – IPTS – TRA Rate Requirements.xls

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3. Glossary

1% County Fund	This “fund” is used as a repository of information contained in other funds which are awaiting resolution. The 1% county fund will be found in all TRAs. Currently, the number of this fund is 501800.
1% Agency Fund	These funds hold taxing agency information specific to that agency’s share of the 1% tax revenue.
2% Pass Through	2% Pass Through refers to the annual 2% increase in property valuation for properties affected by a CRA which is passed through to the taxing agencies as an increase to their base value and not considered value growth to the CRA.

A

AAB	Assessment Appeals Board
A/C	Auditor/Controller
ADA	Average Daily Attendance (for schools)
Ad Valorem Property Taxation:	“...Any source of revenue derived from applying a property tax rate to the assessed value of the property.” (R&T Code 2202)
Ad Valorem Tax Apportionment	Proposition 13 of 1978 limits the maximum ad valorem tax on real property to 1% of full cash value of such property. The 1% taxes collected are apportioned to the taxing agencies within the county in accordance with Chapter 6, Division 1 of the Revenue and Taxation Code. Each school district, city, special district, and county is allocated an amount it received in the prior year plus its share of property tax on assessed value growth within its boundaries. Taxes collected for voter approved bonded indebtedness are distributed to the appropriate agencies for payment of principal and interest on maturing bonds.
Agency	Taxing agency that receives a share of property taxes such as a school district.

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Agricultural Preserve	An area devoted to agricultural use, recreational use, and open space use, or any combination of such uses, and which is established in accordance with the provisions of the California Land and Conservation Act of 1965. (Gov. Code 51200)
Annual Lien Date Roll	Assessment roll
APN	Assessor Parcel Number
Apportionment	Apportionment refers to the allocation and distribution of property tax revenues, collections, refunds, and adjustments to appropriate taxing agencies.
ARMS	County’s prior financial accounting system (Retired in 2006)
Assessment Appeal	The County Assessor is responsible for determining the assessed value of property. The Assessor shall accomplish this in a manner that conforms to state law. If the property owner disagrees with the value determined by the Assessor, the property owner may file an appeal with the Assessment Appeals Board. The period for filing an application for assessment appeal for values on the regular annual assessment roll is July 2 through November 30th of each year. (R&T Code 1603)
Assessment Roll	On or before the first of July, annually, the Assessor shall complete the local roll and deliver it to the County Auditor. (R&T Code 616 and 617)
Assessed Value	One hundred percent of full value for the 1981/82, fiscal year and the following fiscal years. Prior to fiscal year 1981/82, the assessed value was 25 percent of the full value.
Assessee	“...The person to whom the property or tax is assessed.” (R&T Code 23)
Assessments (Secured Roll)	Includes all liens charged on the secured roll, which are not determined by the application of an ad valorem tax rate.
Assessment Year	“... The period beginning with a lien date and ending immediately prior to the succeeding lien date for taxes levied by the same agency.” (R&T Code 118)
ATI	It is a legislated requirement that taxes be calculated and revenue recorded in terms of “growth” over prior year. As such, the Annual Tax Increment (apportions growth in TRA over districts) = (current year property value – prior year property value) x .01

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These are the ratios of how the 1% tax revenue will be allocated (apportioned) to the various funds. These ratios are based upon a fund's proportionate share of total TRA assessed values. When combined, these ATI ratios must =1% at the TRA level.

Assessed Valuation

B

The CRA Base Value of a property is established at the time the CRA is created. Base values are usually based on a specific assessment year value and serve as the basis for the allocation of taxes back to the taxing agencies (funds). These agencies receive tax revenue specific to that “base value.” The CRA itself typically receives tax revenue only on the growth in parcel value over the “base value.”

Levy against Land Only

Levy against Land and Improvement values only.

Levy against the combination of Land + Improvements + Personal
Property – Exemptions

(Different from Base Value for CRA – above) Fair Market Value for property as of the change of ownership. When new construction to existing property, is the Fair Market Value of the increment added by the new construction.

Board of Equalization. State Agency responsible for administration of the sales and use tax, cigarette and alcoholic beverage taxes, insurance gross premiums tax, gasoline use, fuel and transportation taxes, and the energy resources surcharge. BOE also oversees local administration of the property tax. BOE is directed by five members: four elected by the public, and the fifth being the State Controller. BOE is a Quasi-judicial body with the appellate functions in the final actions of the Franchise Tax Board.

Any bond obligation of a local government, which is approved by the voters of such jurisdiction.

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C

CIO	Change In Ownership
COB	Clerk of the Board
CORTAC	Committee for Reciprocal Tax Accounting (tax service agency organization that collects money from mortgage holders for taxes, places them in an impound account, and pays the tax bill with the impound funds for the taxpayer).
CPI	Consumer Price Index. The percentage by which assessed value of secured property may be increased. The CPI cannot exceed 2% per year.
CRA	Community Redevelopment Agency: These “Agencies” are specific to projects designed to improve the communities. They receive their funding from tax revenue. CRAs are generally subdivided from a larger TRA or multiple TRAs, and receive revenue specific to the growth in value of the parcels within that CRA over a defined base value. Unlike a TRA, which simply defines an area, a CRA is a separate legal entity, which receives and records revenue.
CY	Current Year
CBAA	Name of the automation System current used to track appeals - Clerk of the Board Assessment Appeals.
CPI Factor	Consumer Price Index Factor is a percentage by which the assessed value of real property may be increased. Not to exceed 2% annually. (R&T Code 109)

D

Date of Assessment	The Assessor annually assesses all the taxable property in the county, except state-assessed property, to the persons owning, claiming, possessing, or controlling it on the lien date. “Except as otherwise specifically provided, all tax liens attach annually as of 12:01 a.m. on the first day of January preceding the fiscal year for which the taxes are levied.” (R&T Code 2192)*
Delinquent List	Annually, on or before September 8, the Tax Collector publishes a list of delinquent taxes that have not been paid and become tax defaulted as of June 30 th of the previous year, in a newspaper of

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general circulation. (R&T Code 3371, 3372, 3373)

Defaulted Property

“At 12:01 a.m. on July 1, the taxes, assessments, penalties and costs on real property except tax-defaulted property and possessory interest, which have not been paid, shall be by the operation of law be declared in default.” (R&T Code 3436)

Tax default status is indicated on the roll and on the face of the tax bill. If the phrase “tax defaulted” and a June date appear, it is an indication that all or the second half of the taxes were unpaid on June 30, at the close of that fiscal year.

Tax default status does not deprive the owner thereof of title or possession.

Taxpayers have five years from the tax default date to pay all prior year delinquent taxes and if the delinquent taxes are not paid, the property will become subject to the Treasurer/Tax Collector’s power to sell. A notice of power to sell, with a list of properties to become subject to tax sale will be published on or before June 8 each year in a newspaper or newspapers authorized by the Board of Supervisors. After the notice of power to sell is recorded, each subject property, not redeemed, must be brought to auction at a scheduled tax sale, within four years of the time the property became subject to sale for nonpayment of taxes. (R&T Code, part 6, Tax Sales)

DVX

Disabled Veteran’s Exemption

E

ERAF

Educational Revenue Augmentation Fund, a fund to accumulate tax shift amounts from county, cities and special districts. The Auditor, according to the law, allocates the total amount to the school districts, the Superintendent of the Schools and Chancellor of Community Colleges.

Escaped Assessment

If any property belonging on the local roll has escaped assessment, the Assessor shall assess the property on discovery at its value on the lien date for the year for which it escaped assessment. Generally, it shall be subject to the tax rate in effect in the year of its escape. (R&T Code 531)

If unsecured property, the taxes shall be computed in dollars and cents, rejecting the fractions of a cent. (R&T Code 2905)

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Escape Tax Bill	Bill based on an escaped assessment
Exemptions	<p>“All property in this State, not exempt under the laws of the United States or of this State, is subject to taxation...” (R&T Code 201)</p> <p>The Constitution of the State of California and certain California Codes contain provisions granting exemption from taxation to certain individuals and entities that can meet the legal requirements. The County Assessor administers the disabled veteran, church, religious, public school, college, cemetery, lessors, historical aircraft and 4% documented vessel exemptions. The Assessor and State Board of Equalization jointly administer the welfare exemption. To receive an exemption, a claim for the exemption shall be filed with the Assessor. (R&T Code 255)</p> <p>Any person claiming an exemption who fails to follow the required procedures is deemed to have waived the exemption. (R&T Code 260)</p> <p>A homeowner’s property tax exemption as provided for by Proposition 1A and approved by a statewide general election in November 1968. Section 218 of the Revenue and Taxation Code and the State Constitution were amended accordingly. “There is exempt from taxation the amount of \$7000 of the full value of the dwelling and this shall be known as the homeowner’s property tax exemption.” (Subdivision K of Section 3 of Section XIII of the California Constitution and R&T Code 218)</p>
Exempt Property	Property acquired by the United States that becomes exempt from taxation under the laws of the United States or property acquired by the state or by a county, city, school district, or other public entity, that becomes exempt from taxation under the laws of the state.
Extension	Establishment of Tax Roll by multiplying valuation times tax rate.
F	
FCSA	Fixed Charge Special Assessment: These are assessment fees that are allocated to parcels in whole dollars (not rates). These fees do not go through a TRA, but are allocated directly to the affected parcels and added to the tax bills.

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Fixture	An improvement whose use or purpose directly applies to or augments the process or function of a trade, industry, or profession.
FMV	Fair Market Value
Form 571	Form for reporting business property
FTF	Failure to File
Funds	This term is used to describe the Agency-level account that contains information on the Taxing Agency (name, address, etc.), the incremental tax rate specific to that agency, the TRA and/or CRA that Agency resides in. These accounts are Agency/tax type/debt-type specific. For example, one Sanitation District can be represented in more than one “fund” – the 1% tax allocation, and several debt service funds if more than one debt obligation has been incurred.
Full Value	“... Means fair market value, full cash value, or such other value standard as is prescribed...by this code under the Authorization of the Constitution.” (R&T Code 110.1 and 110.5)
H	
HOE	Homeowner’s Exemption
HOX	Homeowner’s Exemption
I	
IFD	Infrastructure Financing District
Installments	<p>Five Year Payment Plan: A person may elect to pay delinquent taxes in installments at any time prior to the date the property becomes “subject to sale”. Election to pay delinquent taxes in installments is made by payment of 20 percent or more of the redemption amount.\</p> <p>In addition to the amount of 20 percent or more of the redemption amount plus accrued plan interest, for each subsequent year, all current taxes and penalties coming due in each fiscal year shall be paid in full not later than April 10 to keep the plan in effect. (R&T Code 4219)</p>

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MPTA Master Property Tax Agreement

MWD Metropolitan Water District

N

Negotiated Exchange This is the process whereby fund information – specifically revenue - is re-allocated between funds based upon agency negotiation. When changes in jurisdictions result in changes in TRA composition (either the addition or deletion of funds), agencies negotiate the amount of affected revenue to be exchanged between the old and the new funds. The result of this action can be the whole or partial reallocation of fund revenue.

Notice of Power to Sell Notice of power to sell will be recorded five years after the property was tax defaulted unless it is redeemed or an installment plan of redemption is initiated prior to that time. (R&T Code 3691)

NSF Non-Sufficient Funds

O

ODNC Owner's Declaration of New Construction

Opening Charge Roll charge to be apportioned: includes 1% debt service and FCSA charges.

P

PAR Property Appraisal Record

Personal Property Property not attached to real estate

Possessory Interest (PI) Interest of a lessee in government-owned property; such interests are taxable to the lessee. (R&T Code 107)

Property Tax Rate "... Any rate of tax or assessment which is levied per unit of assessed value of property... includes any rate or assessment

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which is levied on the land only, as well as any rate or assessment which is levied on the value of the land and improvements.” (R&T Code 2213)

Property Tax Revenue A specific term added to the Revenue and Taxation Code effective July 24, 1979. This term refers to revenue from property taxation including state reimbursement for homeowner’s exemptions, but excludes certain items such as property tax levied for the redemption of general obligation bonds or other voter approved indebtedness. (R&T Code 95)

Proposition 13, 1978 Limits tax rate to one percent of full cash value plus voter approved debt service tax rate. (Constitution XIII A, R&T Code 110.1)

PTS Property Tax System

PY Prior Year

R

Real Estate or Real Property (See Secured.) ... (a) “The possession of, claim to, ownership of, or right to the possession of land. (b) All mines, minerals, and quarries in the land, all standing timber whether or not belonging to the owner of the land, and all rights and privileges appertaining thereto. (c) Improvements.” (R&T Code 104)

Religious Exemption Exemption for property used exclusively for religious purposes.

Redemption If taxes are unpaid after tax default, the owner will be obliged to pay a redemption penalty of 1 ½ percent per month beginning July 1, of the year of tax default to the time of redemption plus a redemption fee of \$15 on each separately valued parcel.

The amount necessary to redeem a parcel is the sum of the defaulted taxes, costs, redemption penalties and the redemption fee on each separately valued parcel. (R&T Code 4102, 4103, and 4156)

RPS Remittance Processing System – separate System maintained by the Tax Collector for the receipt and identification of property taxes. All collections are initially receipted through the RPS, which maintains an interface with the IPTS.

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Revenue	For governmental agencies, revenue is accrued when taxes are billed and become receivable. Revenue is posted to the agency funds when the tax roll is finalized.
S	
SA	Special Assessment
SBE	State Board of Equalization
SBE _d	State Board of Education
SBE ₁	First annual report from SBE
SBE ₂	Second (detailed) annual report from SBE
Secured Roll	That part of the assessment roll containing real property, the taxes on which are adequately secured by a lien.
Secured Tax Rate	The rate per \$100 of full value at which property on the secured roll shall be taxed in order to yield the budgeted receipts from taxes on this roll. For 1981/82 and thereafter (the date when the legislative definition of full cash value of property was changed from 25% to full market value), the maximum tax rate is 1.00% plus the tax rates for the voter approved indebtedness. (Constitution XIII A)
Secured Tax	Secured tax is levied on real property. The secured roll is that part of the roll containing real property, the taxes on which are a lien on real property sufficient, in the opinion of the Assessor, to secure payment of the taxes.
Segregation	Separation of valuation in order to partition billing (as in a new subdivision)
Situs	Physical location of property
Special Assessments	Are not taxes but are levies upon real property for the purpose of paying for improvements or services. The amount is based upon the benefits accruing to the property.

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Statement of Indebtedness	Annual filing by CRA agencies with the Auditor that sets limits on the amount of revenue the CRA may receive. If revenue received exceeds limits, the excess revenue is passed back to the impacted taxing agencies.
Stipulation	Status of assessment appeal indicating constraints on appeal.
Supplemental Roll	The roll for the fiscal year during which a change in ownership occurs or new construction is completed. (R&T Code 75.11)
Supplemental Tax Bill	Supplemental taxes result from reappraisal of property whenever a change in ownership occurs or property is newly constructed. (California Constitution Exhibit XIII A and R&T Code 75) Supplemental tax bills are issued throughout the year.

T

Tax Defaulted Property	Real property which is subject to a lien for taxes which, by operation of law and by declaration of the Tax Collector, are in default and from which the lien of the taxes for which it was declared tax-defaulted has not been removed. (R&T Code 126)
Tax Rate	The ratio of the tax requirement to the assessed valuation. For property tax purposes, the rate is applied to assessed value to determine the amount of the tax. The maximum amount of any ad valorem tax on real property shall not exceed one percent (1%) of the full cash value of such property. (Constitution XIII A)
Tax Sale	Sale of confiscated property. Tax defaulted property may be sold by the County Tax Collector upon authorization of the Board of Supervisors at any time after the notice of power to sell has been recorded. (R&T Code 3694)
TE	Taxable Entity
Teeter Plan	An alternative procedure for the distribution of secured property taxes and assessments named after its author, Mr. Teeter from Contra Costa. (R&T Code 4701 FF)

The Teeter Plan occurs when taxing agencies enter into an agreement with the County for the County to give them a sum equal to a percentage of the taxes that are delinquent in exchange for the County charging the taxpayer penalties and interest, collecting the delinquency, and keeping whatever is collected.

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TP Taxpayer

TRA The basis for compiling the tax roll is the division of property into school districts. Taxes levied vary in each of such districts in accordance with the valuations and debt service requirements of the districts. In addition to school districts, there are also numerous special districts and eighteen incorporated cities for which tax rates are levied on the properties benefited.

In the interest of efficiency in extending the tax levies, properties are classified into groups wherein the various rates are uniform. The area in which property is located determines the taxing agencies (districts) for which taxes are levied. For identification purposes, these areas are known as “Tax Rate Areas.” There are approximately 4850 such tax rate areas in the county.

Tax rates areas include both taxes and special assessments and therefore do not have a common base. Legally, taxes apply to all property (land, improvements and personal property) whereas; special assessments apply to land only or land and improvements only. Accordingly, some taxing agency rates are applied to “land” valuations only, some are applied to both “land and improvements” valuations, and others are applied to all property valuations, “land, improvements, and personal property.”

Basis for Tax Levies

In San Diego County, the following taxing agencies’ tax rates are levied on “land” values only and are therefore, extended on assessed values without allowance for exemptions.

California Water Districts

Irrigation Districts

Municipal Lighting Maintenance Districts

Resource Conservation Districts

Sewer Districts

The following San Diego County taxing agencies’ tax rates are levied on “land and improvement” values only and are therefore extended on assessed values without allowance for exemptions:

Drainage Maintenance Districts

Maintenance Districts

Park Maintenance District

Parking Districts

Sanitation Districts

Sewer Maintenance Districts

Water Conservation Districts

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All other tax rates are levied on “ALL” values (land, improvements, and personal property) and taxes are extended after allowance for the exemptions.

In addition to levies on valuations, fixed charge special assessments for a particular service may be included in the billing. Examples of such assessments are sewer service, weed abatement, and water standby or availability charges.

TRAI Tax Rate Area Index: Is current automation system, which maintains TRA and fund information.

U

Unsecured Property Property, “the taxes on which are not a lien on real property sufficient to secure payment of the taxes.” (R&T Code 134)

Unsecured Roll That part of the assessment roll, consisting largely of business personal property owned by tenants, the taxes on which are not secured by a lien on real property.

Unsecured Tax Rate Prior year’s secured tax rate. (Constitution XIII Sec. 12. Gov. Code 29107)

V

VRA Values, Rates, and Apportionment: A specific automation System that handles apportionment and distribution of funds.

W

WIP Work in Progress

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1. Overview of Module 1

1.1 Scope of Module 1

Module 1 of the Integrated Property Tax System is to be composed of a subset of the total set of requirements for the IPTS project. The components included in Module 1 will be:

- 1) a Computer Assisted Mass Appraisal (CAMA) module, as defined in Article 2 of this Appendix;
- 2) an Assessment Appeals module, as defined in Article 3 of this Appendix;
- 3) a Data Warehouse with sophisticated reporting and Business Intelligence tools, as defined in Article 4 of this Appendix;
- 4) a Data Repository using a Relational Database Management System (RDBMS) to house the data used and created by the new IPTS System, as defined in Article 5 of this Appendix;
- 5) moving all data currently stored on our mainframe into the new Repository, including any necessary cleansing and calibration, as defined in Article 5 of this Appendix;
- 6) replacement of all property tax administration applications and functions currently performed and hosted on our mainframe, as defined in Article 6 of this Appendix;
- 7) integration of the modules used to fulfill the six objectives listed above within the framework of our existing property tax administration environment, including the creation of interfaces between other County applications housed within our network as well as external receivers of our data, as defined in Article 8 of this Appendix.

Completing these seven objectives will completely remove all aspects of property tax administration from our mainframe platform, and provide a functioning base environment to which we will be able to integrate easily the remainder of the modules. Module 1 will provide immediate functional use upon completion. The remaining phases—as defined by the vendor—will be implemented in an order and timeline chosen by the County.

The intent of the IPTS project is not to replace our existing applications with a new ‘like-for-like’ System, as is evident upon reviewing our Requirements and comparing them to capabilities of our existing applications. Therefore, a complete set of documentation on our existing property tax administration environment is not relevant and is not provided.

1.2 History and Current Environment

The property tax administration system that the County of San Diego currently uses to perform State mandated activities has evolved from a paper-based system supplemented by a collection of simple processes written by in-house IT staff and performed on a mainframe to a multi-platform environment including over 40 applications and interfacing with more than 70 additional. These applications range from mainframe applications modified, enhanced, and

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patched since the 1970s to modern, web-based thin client applications running on Windows servers supported by current-release RDBMS storage solutions.

Exhibit D of the RFP details the specific activities that each of the Departments performs in the administration of property tax activities, along with the volumes of transactions, interfaces, and many other data elements regarding the various property tax administration applications. The functionalities listed within the requirements in Exhibit D of the RFP do not align with how our current systems enable us to do work today. In addition, some of the functionalities listed within the requirements are things we cannot do today.

Given that one of the overarching objectives of Module 1 is to remove all property tax administration activity off our mainframe platform, we provide extensive (but not exhaustive) information on our current environment to help the Offerors intelligently plan how to meet the requirements of Module 1. There is further information on the documentation in section 6.6 of this document.

Each Offeror will be required as part of their proposal to develop a set of tasks that our IT Outsourcer will perform (see Proposal Submittal, Section 2.2.14, (NGIT Task List) of the RFP for additional detail). Any information that you will need provided, including providing copies of the data files, information on interfaces, history of applications, or any other item, must be included on this list. Subject Matter Experts from our IT partner that support our current environment will provide whatever outputs you have identified.

2. Computer Assisted Mass Appraisal (CAMA)

The CAMA module deployed in Module 1 shall conform to and be defined by the CAMA Requirements Document included in Section IV, 2.1 (Function –Specific Requirements) of Exhibit D. At the conclusion of Module 1, County staff shall be able to use the module to perform all functions and processes, and produce all outputs, as specified throughout the RFP, with respect to CAMA.

3. Assessment Appeals

The Assessment Appeals module deployed in Module 1 shall conform to and be defined by the Assessment Appeals Requirements Document included in Section IV, 2.1 (Function –Specific Requirements) of Exhibit D. At the conclusion of Module 1, County staff shall be able to use the module to perform all functions and processes, and produce all outputs, as specified throughout the RFP, with respect to Assessment Appeals.

4. Data Warehouse

The Data Warehouse deployed in Module 1 shall conform to and be defined by the specifications listed in Section III, subsection 2.11 (Data Warehouse) of Exhibit D. At the conclusion of Module 1, County staff shall be able to use the module to produce all reports and outputs, as specified throughout the RFP, with respect to the Data Warehouse.

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5. Data Repository and Transition

5.1 Requirements for Data Migration and Conversion

The System data storage solution deployed in Module 1 shall conform to and be defined by the specifications listed in Section II, subsection 1.4 (Normalized Database) of Exhibit D. Historical data shall be populated into the new data environment in accordance with the specifications defined in Section II, subsection 3.2 (Conversion Strategy) and also Section III, subsection 2.5 (Data Conversion and Validation). At the conclusion of Module 1, all data currently stored on the mainframe will have been cleansed, converted, validated, and transferred to the new data repository.

5.2 Data on the Mainframe

The mainframe is the main source and repository for data in our current property tax administration system. It is the 'system of record' for the County for information on parcels, TRA activity, tax rolls, and other aspects of property tax administration. The integrity of this information and the stability of its repository are of the utmost importance to the County, and these traits are requirements of the new System.

5.2.1 Data Files

Today, many applications not on the mainframe get a periodic dataset output from the mainframe, and work is performed on these copies within the non-mainframe applications. After the activities and updates are complete, the modified dataset is then sent back to the mainframe and updates to the master data files are made. In some cases, as part of the master data file update additional processing takes place on the mainframe. Our IT Outsource partner can provide additional details on these data manipulations as part of the list of tasks the Contractor will be required to develop as part of their proposal that our IT Outsourcer will perform (see Proposal Submittal, Section 2.2.14 (NGIT Task List) of the RFP for additional detail).

In addition to the interface files described above, there are also history files that are created as the result of user actions and system actions. These files, of which there are several thousand, are log files in essence, and contain data such as what data file was changed, what record was touched, which data element was modified, when it was modified, and who made the change. These files comprise our audit trail and must be extracted from the mainframe and input into the new System, keeping our audit trail intact.

Some files on the mainframe are unnecessary to retain, such as the interface files after the changes have been made to the master files (unless the interface files themselves are a record that needs to be retained). Additionally, numerous files are generated as an intermediate step for data transfers between applications within the mainframe environment, which do not necessarily need to be retained.

Finally, we have the major data files that form the core of the entire property tax administration system. A sample set of these files are described in detail below in Section 9 (Supplemental

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Mainframe Documentation). The data in these files is what will form the core of the dataset for the new IPTS System.

5.2.2 Print Files and Tax Bills

Currently, we generate the various types of tax bills en masse from the data on the mainframe by running a sequence of batch jobs, which collectively assemble a print file. We then send the print file (using FTP) from the mainframe to an off-site third party printer to execute the tax bill print run. The third party then delivers the printed bills to us for quality assurance, processing, and then distribution. This same process is utilized to print a variety of stock reports from the mainframe, according to a regular schedule.

To supplement the off-site printing, some of our systems and processes offer the ability to print to local and/or local-networked printers (e.g. a customer asking for a reprint of a tax bill).

For Module 1, the requirement is that we will be able to print the tax bills and other batch print jobs using the same process as is in place today. The ability to print (in accordance with security policies) any defined report job, any on-demand report, and any ad-hoc query or report upon request and locally is a requirement.

6. Mainframe Environment

6.1 Environment

The information in this section is provided as background information that may be useful in planning for the replacement of existing applications and interfaces, as well as sequencing strategies and data conversion considerations, for Module 1.

The County's mainframe is located in a managed, leveraged environment maintained by our IT Outsourcing partner.

FTP is the most common mechanism for data transfer, though other methods (e.g. SNA) are in use and need to be considered with respect to building interfaces to systems not on the mainframe.

6.2 Hardware and System Software

Our mainframe is an IBM zSeries running zOS 1.9 for the operating system. Storage is DASD.

Table 6.2 below provides information on the system software used in our mainframe environment.

Table 6.2 – Mainframe System Software

Name	Version	Vendor	Type
JMR - CA-JMR (Joblog Management & Retrieval)	4.6	Computer Associates	Database
CICS		IBM	Development Tool
DATAPRNT			Development Tool
DISKCOPY			Development Tool

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Docu/text	6.9	ASG	Reporting Tool
ENDEVOR			Database
File-Aid	9.1.0	Frontline Compuware	Development Tool
DATEROUT			Development Tool
DumpMaster		Macro 4	Development Tool
Flat Files			Database
IDCAMS		IBM	Development Tool
ISAM			Database
Monitor			Development Tool
MQ Mainframe Messaging			Middleware
MVS/Quick-Ref	7.0	Chicago Soft	Development Tool
OS4210			Development Tool
OS6233			Development Tool
SEQ/VSAM			Database
SEQ/VSAM KSDS			Database
Syncsort			Reporting Tool
TicToc	2.8.6	Isogon Corporation	Development Tool
VSAM		IBM	Database
VSAM - KSDS			Database
VSUM	5.0	Fantom Systoms	Database
VSAM, Sequential			Database
ISPF		IBM	Development Tool
JCL		IBM	Development Tool
IEBGENER		IBM	Reporting Tool
IEHPROGM		IBM	Development Tool
TMS - CA-1 Tape Management System (TMS)	11.5	Computer Associates	Database
TSO - Time Sharing Option (TSO)		IBM	Development Tool
ASG-Existing Systems Workbench - ASG-ESW		Allen Systems Group, Inc.	Development Tool
Firecall Facility - ETF/A	1.6.1	EKC, Inc.	Development Tool

6.3 Mainframe Applications

The property tax administration applications that are on the mainframe are listed below in Table 7.2 and highlighted in orange.

6.4 Mainframe Interfaces

6.4.1 General Overview of Mainframe Interfaces

As described in Section II, subsection 1.2 (Modular Approach) of the RFP in Exhibit D, the applications not covered in the scope of Module 1 are required to continue to function as they currently function at the implementation of Module 1, which means that interfaces between those applications and the new IPTS System must be designed, developed, tested, and implemented. Additionally, interfaces between IPTS at the implementation of Module 1 and all systems external to the County's network that currently interface with our property tax administration applications must also be developed so that the switchover to the new System is seamless for the external agencies receiving data from the County. These interfaces must be built so that no modification to the remaining systems is necessary. The Contractor shall design, develop, test, and implement all interfaces necessary for the continued exchange of data between IPTS and current legacy systems – both internal and external to the County.

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Section II, subsection 3.1.2 (Interfaces) of the RFP in Exhibit D contains a complete list of interfaces. The selection presented in Table 6.4.2 of *Appendix A* (below) are the interfaces identified and certified by our IT Outsource partner as those between applications on the mainframe and those external to the mainframe, as well as the nature of the interface. Interfaces *between* property tax applications on the mainframe are not included, as the integration inherent in Module 1 of the new IPTS System will no longer require these intra-mainframe interfaces.

Finally, Section II, subsection 4.1 (Development) of the RFP in Exhibit D provides additional considerations concerning interfaces that must be applied for the implementation of Module 1.

6.4.2 Mainframe Interfaces Information

Table 6.4.2 below describes the interfaces that the applications on the mainframe have to systems off the mainframe.

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Table 6.4.2 – Mainframe Interfaces Information

Push/Pull	PAID (Receiving App)	FTP Server	Filename FTP Server	Filename M/F	PAID (Sending App)	M/F Job	System	Sub-System	Sysinlib Member	Purpose
Delete	FTP Server	COSDI018P	/ARCCJUST_IN_TIME/KIVA/ASSRPRMT.TXT		X	ASPAJ565	AS	ASPA	ASPAJD01	
Delete	FTP Server	CRPCOSDERPP	PTSYEARLY		X	ASPAJ567	AS	ASPA	ASPAD567	
Pull	PA1046	AS400			AS400	ASPAJ440	AS	ASPA		Get AST CAMA data from AS400
Pull	PA1046	AS400			AS400	ASPAJ443	AS	ASPA		Get Prop 8 values from AS400
Pull	PA1046	AS400			AS400	ASPAJ531	AS	ASPA		Get CAMA data from AS400
Pull	PA1046	AS400			AS400	ASPAJ593	AS	ASPA		Get PA59 data from AS400
Pull	PA1046	COSDI018P	/ARCCjust_in_time/chula_vista/ChulaVistaWeeklyPermits	ASPA.P.FTP0.CHULAVIS.PE RMITS	City of Chula Vista	ASPAJ563	AS	ASPA	ASPAG563	Get permit data from City of Chula Vista
Pull	PA1046	COSDI018P	/ARCCjust_in_time/carlsbad/cbpermit	ASPA.P.FTP0.CARLSBAD.P ERMIT	City of Carlsbad	ASPAJ564	AS	ASPA	ASPAG564	Get permit data from City of Carlsbad
Pull	PA1046	COSDI018P	/ARCCJUST_IN_TIME/KIVA/ASSRPRMT.TXT	ASPA.P.FTP0.ASPAJ562.TRANSMIT	KIVA - PA1353	ASPAJ562	AS	ASPA	ASPAJS01	Get KIVA permit transactions
Pull	PA1044	COSDI018P	/fgg/sps/sps_nucleus.txt	ASAD.P.FTP0.AD15TRAN	Maximus	AD15P01@ & ASADA153	AS	ASAD	ASADG153	Get recorded document data from Recorder
Pull	PA1742	COSDI018P	/apps/outbound_data/unsecuretax/cosd_ustax_payhist.dat	TRRS.P.FTP0.ORACLE.PAID .REFUNDS	ERP - PA2150	TRRSJ003	TR	TRRS	PAYSBKUP	Get paid refund data from Oracle financials accounts payable

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Pull	PA1742	COSDI018P	FGG\TRTAX\PAYPROC\PAYMENTS.DAT	TRST.P.FTP0.PAYMENT	ERP - PA2150	TRRSJ003	TR	TRRS	PAYSCRIP	Get paid refund data from Oracle financials accounts payable
Pull	PA1682	COSDI018P	fgg\trtax\Payproc\SRMHEAD1.TXT, SRMHEAD2.TXT, SRMHEAD3.TXT, SRMHEAD4.TXT, SRMHEAD5.TXT, SRMDATA1.TXT, SRMDATA2.TXT, SRMDATA3.TXT, SRMDATA4.TXT, SRMDATA5.TXT	TRST.P.DATA.COMBINED.SRMFILES	Outside Agencies	TRSTJ006	TR	TRST	SRMMGETB	Get SRM data from TTC server to create m/frame payment trans
Pull	PA1682	COSDI018P	fgg\trtax\Payproc\SRMHEAD1.TXT, SRMHEAD2.TXT, SRMHEAD3.TXT, SRMHEAD4.TXT, SRMHEAD5.TXT, SRMDATA1.TXT, SRMDATA2.TXT, SRMDATA3.TXT, SRMDATA4.TXT, SRMDATA5.TXT	TRST.P.DATA.COMBINED.SRMFILES	Outside Agencies	TRSTJ006	TR	TRST	SRMMGETP	Get SRM data from TTC server to create m/frame payment trans
Pull	PA1014	COSDI018P	/fgg/acarj010/upload.txt	ACAR.P.FTP0.CASHAUTOMIT	X	ACARJ010	AC	ACAR	ACARJ010	Get Cash receipt data for Auditor-Controller accounts receivable system
Pull	PA1045	COSDI018P	/fgg/cbaa/downadj	CBAA.P.FTP0.DOWNADJ	PA1048	CBAAJ010	CB	CBAA	CBAAGET1	Get downward adjustments from CBAA
Pull	PA1046	CRPCOSDERPP	PTSYEARLY	ASPA.P.FTP0.ASPA567.TRANSMIT	SDDPC	ASPAJ567	AS	ASPA	ASPAG567	Get Annual SD City active permit data from SDDPC
Pull	PA1046	CRPCOSDERPP	BPISWKLY	ASPA.P.FTP0.ASPA56W.TRANSMIT	SDDPC	ASPAJ56W	AS	ASPA	ASPAG56W	Get Weekly BPIS data from SDDPC
Pull	PA1682	CRPCOSDERPP	cosdapxt_TC.dat	TRST.P.FTP0.SECTAX.WARRANTS.DAILY(0)	ERP - PA2150	TRSTJ008	TR	TRST	TRSTGJ08	Get Secured Tax refund payments from Oracle financials accounts payable

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Pull	PA1682	CRPCOSDER PP	cosdapxt_TX.dat	TRST.P.FTP0.SECTAX.TRST WARR.DAILY(0)	ERP - PA2150	TRSTJ009	TR	TRST	TRSTGJ09	Get Warrant payment data from Oracle financials accounts payable
Pull	PA2286	CRPCOSDER PP	cosdapxt_TX.dat	TRST.P.FTP0.ORACLE.TRUS TREF	ERP - PA2150	TRSTJ010	TR	TRST	TRSTGET1	Get TrustRef data from Oracle financials accounts payable
Pull	PA1742	CRPCOSDER PP	FGG\TRTAX\PAYPROC\PAY MENTS.DAT	TRST.P.FTP0.PAYMENT	ERP - PA2150	TRRSJ003	TR	TRRS	TRRSALL3	Get Paid refund data from Oracle financials accounts payable
Pull	PA1046	Mainframe			KIVA - PA1353	ASPAJ570	AS	ASPA		Get KIVA annual permit master file
Pull	PA1045	Mainframe			EZ Access	ASASJ304		EZ Access		Get Unsecured property data from EZ ACCESS
Pull	PA1682	Mainframe			PA2269	TRSTJ003	TR	TRST		Get Tax payment data from PayProc
Pull/Pu sh	PA1742	CRPCOSDER PP	/apps/outbound_data/unsecur e/cosd_ustax_payhist.dat	TRRS.P.FTP0.ORACLE.PAID .REFUNDS	ERP - PA2150	TRRSJ003	TR	TRRS	TRRSGET1	Get paid refund data from Oracle financials accounts payable
Push	AS400	AS400			X	APUPJ011		EZ Access		X
Push	AS400	AS400			PA1044	ASADJ083	AS	ASAD		Send one year cut data to AS400
Push	AS400	AS400			PA1045	ASASJ10A	AS	ASAS		Send Situs data to AS400
Push	AS400	AS400			PA1045	ASASJ220	AS	ASAS		Send AS22 data to AS400
Push	AS400	AS400			PA1045	ASASJ33A	AS	ASAS		SendAS33 data to AS400
Push	AS400	AS400			PA1045	ASASJ35A	AS	ASAS		Send AS35 data to AS400
Push	AS400	AS400			PA1045	ASASJ380	AS	ASAS		Send Lien MPR data to AS400

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Push	AS400	AS400			PA1045	ASASJ586	AS	ASAS		Send AS58 data to AS400
Push	AS400	AS400			PA1045	ASASJ701	AS	ASAS		Send MPR data to AS400
Push	AS400	AS400			PA1045	ASASJ702	AS	ASAS		Send AS70 data to AS400
Push	AS400	AS400			PA1045	ASASJ703	AS	ASAS		Send name data to AS400
Push	AS400	AS400			PA1045	ASASJ704	AS	ASAS		Send street data to AS400
Push	AS400	AS400			PA1045	ASASJ705	AS	ASAS		Send property description data to AS400
Push	AS400	AS400			PA1045	ASASJ722	AS	ASAS		Send MPR monthly backup file to AS400
Push	AS400	AS400			PA1047	ASRCJ500	AS	ASRC		Send MPR delta data to AS400
Push	AS400	AS400			PA1047	ASRCJ501	AS	ASRC		Send RCM delta data to AS400
Push	AS400	AS400			PA1047	ASRCJ502	AS	ASRC		Send MPR supplemental delta data to AS400
Push	AS400	AS400			PA1047	ASRCJ505	AS	ASRC		Send reformatted MPR data to AS400
Push	AS400	AS400			PA1047	ASRCJ507	AS	ASRC		Send reformatted supplemental data to AS400
Push	AS400	AS400			PA1047	ASRCJ508	AS	ASRC		Send lien MPR data to AS400
Push	AS400	AS400			PA1047	ASRCJ560	AS	ASRC		Send supplemental transaction data to AS400
Push	AS400	AS400			PA1047	ASRCJ570	AS	ASRC		Send AAB transaction data to AS400

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Push	AS400	AS400			PA1047	ASRCJ591	AS	ASRC		Send DVET exemption transaction data to AS400
Push	AS400	AS400			PA1046	ASPAJ511	AS	ASPA		Send CAMA data to AS400
Push	AS400	AS400			PA1046	ASPAJ512	AS	ASPA		Send Cut data to AS400
Push	AS400	AS400			PA1046	ASPAJ521	AS	ASPA		Send OCMTR data to AS400
Push	AS400	AS400			PA1046	ASPAJ532	AS	ASPA		Send prop characteristics data to AS400
Push	AS400	AS400			PA1046	ASPAJ533	AS	ASPA		Send expanded comp sales data to AS400
Push	AS400	AS400			PA1046	ASPAJ552	AS	ASPA		Send sales data to AS400
Push	AS400	AS400			PA1046	ASPAJ581	AS	ASPA		Send CAMA data to AS400
Push	AS400	AS400			PA1046	ASPAJ582	AS	ASPA		Send CAMA uncut data to AS400
Push	AS400	AS400			PA1046	ASPAJ59A	AS	ASPA		Send prop char data to AS400
Push	AS400	AS400			PA1046	ASPAJ592	AS	ASPA		Send Chars data to AS400
Push	AS400	AS400			PA1046	ASPAJ611	AS	ASPA		Send PAR history to AS400
Push	AS400	AS400			PA1046	ASPAJ630	AS	ASPA		Send PAR data to AS400
Push	AS400	AS400			PA1046	ASPAJ753	AS	ASPA		Send supplemental data to AS400
Push	AS400	AS400			PA1046	ASPAJ803	AS	ASPA		Send sales ratios data to AS400

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Push	CD DATA, INC.	COSDI018P	/ARCCCDATA/COSDMPR.DAT /ARCCCDATA/COSDSCHAR.DAT /ARCCCDATA/COSDPCHAR.DAT	ASAS.P.FTP0.CDDATA.MPR , ASPA.P.FTP0.PA55P020.NEWSALES, ASPA.P.FTP0.PA59P020.CHARUPDT	PA1577	ASASJ73C, ASPAJ55C, ASPAJ59C	RE	RERE	RERELCDD	FTP MPR File to CD-DATA (all, sales, property characteristics) FILE
Push	FTP Server	COSDI018P	FGG/QBIS/OUTBOUNDEXT RACTS/ACTIVITY.TXT	ACAP.P.DATA.QBIS.ACTIVITY(0)		ACAPJ490	AC	ACAP	ACAPP493	
Push	FTP Server	COSDI018P	FGG/QBIS/OUTBOUNDEXT RACTS/ENTITY.TXT	ACAP.P.DATA.QBIS.ENTITY(0)		ACAPJ490	AC	ACAP	ACAPP494	
Push	FTP Server	COSDI018P	FGG/QBIS/OUTBOUNDEXT RACTS/LEVY.TXT	ACAP.P.DATA.QBIS.LEVY(0)		ACAPJ490	AC	ACAP	ACAPP495	
Push	FTP Server	COSDI018P	FGG/QBIS/OUTBOUNDEXT RACTS/PURPOSE.TXT	ACAP.P.DATA.QBIS.PURPOSE(0)		ACAPJ490	AC	ACAP	ACAPP496	
Push	FTP Server	COSDI018P	FGG/ASSESSOR/ACTIA400/FUNDNAME.TXT	ACTIP.FTP0.ACTIA400.FUNDNAME		ACTIJ400	AC	ACTI	ACTIP400	
Push	FTP Server	COSDI018P	FGG/ASSESSOR/ACTIA400/FUNDTRA.TXT	ACTIP.FTP0.ACTIA400.FUNDTRA		ACTIJ400	AC	ACTI	ACTIP401	
Push	City of Carlsbad	COSDI018P	/ARCCjust_in_time/carlsbad/MPRDATA	ASAS.P.FTP0.CARLSBAD.MPRDATA	PA1045	ASASJ731	AS	ASAS	ASASP731	Send MPR data to City of Carlsbad
Push	City of Chula Vista	COSDI018P	/ARCCjust_in_time/chula_vista/MPRDATA	ASAS.P.FTP0.CHULAVIS.MPRDATA	PA1045	ASASJ732	AS	ASAS	ASASP732	Send MPR data to City of Chula Vista
Push	SANGIS	COSDI018P	/ARCCjust_in_time/sangis/MPRDATA	ASAS.P.FTP0.SANGIS.MPRDATA	PA1045	ASASJ733	AS	ASAS	ASASP733	Send MPR data to SANGIS
Push	SANGIS	COSDI018P	/ARCCjust_in_time/sangis/SUBDATA	ASAS.P.FTP0.SANGIS.SUBDATA	PA1045	ASASJ734	AS	ASAS	ASASP734	Send sub division data to SANGIS

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Push	CD DATA, INC.	COSDI018P	/ARCCCDATA/COSDMPR.DAT	ASAS.P.FTP0.CDDATA.MPR	PA1045	ASASJ73C	AS	ASAS	ASASP73C	Send MPR data to CD DATA, INC.
Push	CD DATA, INC.	COSDI018P	/ARCCCDATA/COSDSCHAR.DAT	ASPA.P.FTP0.PA55P020.NEWSALES	PA1046	ASPAJ55C	AS	ASPA	ASPAP55C	Send sales char to CD DATA INC
Push	CD DATA, INC.	COSDI018P	/ARCCCDATA/COSDPCHAR.DAT	ASPA.P.FTP0.PA59P020.CHARUPDT	PA1046	ASPAJ59C	AS	ASPA	ASPAP59C	Send prop char to CD DATA INC
Push	SANGIS	COSDI018P	PARDATA	ASPA.P.FTP0.SANGIS.PARDATA	PA1046	ASPAJ632	AS	ASPA	ASPAP632	Send PAR data to SANGIS
Push	FTP Server	cosdi018p	/FGG/CBAA/cbcb_par_hdr	CBAA.P.FTP0.PAR.HDR(0)	PA1048	CBAAJ400	CB	CBAA	CBPARPUT	Send m/frame PAR data to server
Push	FTP Server	cosdi018p	/FGG/CBAA/supplemental_hdr	CBAA.P.FTP0.SUPPL.HDR(0)	PA1048	CBAAJ300	CB	CBAA	CBSUPPUT	Send m/frame supplemental data to server
Push	FTP Server	COSDI018P	fgg\trtax\Payproc\paystats.dat	TRST.P.FTP0.PAYMENT.TEMP	PA1682,PA1745,PA1680	TRSTJ004	TR	TRST	TAXSBKUP	copy tax bill payment data (secured and unsecured tax, defaulted secured tax) via ftp to the tax collector nt server
Push	FTP Server	COSDI018P	fgg\trtax\Payproc\paystats.dat	TRST.P.FTP0.PAYMENT.TEMP	PA1682,PA1745,PA1680	TRSTJ004	TR	TRST	TAXSCRIP	copy tax bill payment data (secured and unsecured tax, defaulted secured tax) via ftp to the tax collector nt server
Push	FTP Server	COSDI018P	FGG\TRTAX\EDP\warrant.txt	TRST.P.FTP0.WARRANT.TEMP	PA1682	TRSTJ005	TR	TRST	TRSTAJ05	copies secured tax warrant request to the tax collector's server
Push	FTP Server	COSDI018P	Mainframe\secured_full.dat	TRST.P.FTP0.WEBFILE.TEMP	PA1682	TRSTJ001	TR	TRST	TRSTPJ01	copies the extract file built in yearly for website access to an oracle server

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Push	FTP Server	COSDI018P	Mainframe\secured_updt.dat	TRST.P.FTP0.WEBFILE.TEMP	PA1682	TRSTJ002	TR	TRST	TRSTPJ02	transfers the extract file built nightly for update of the oracle database used by the payment status web page.
Push	FTP Server	COSDI018P	FGG\TRTAX\EDP\maindata.txt	ST01.TRUSTREF.D04(0)	PA1682	TRSTJ045	TR	TRST	TRSTPP45	copies refund data file to the ftp server
Push	FTP Server	COSDI018P	FGG\TRTAX\EDP\TRUSTREF_RT\FROM_ORACLE\cosdaxp_tx.dat	TRST.P.FTP0.ORACLE.TRUSTREF	PA2286	TRSTJ010	TR	TRST	TRSTPUT1	copies the TrustRef data from oracle to the records that are on the edp server in the TrustRef directory
Push	FTP Server	COSDI018P	MAINFRAM\unsecured_master.dat	TRUS.P.FTP0.WEBEXTRACT.DAILY(0)	PA1745	TRUSJ001	TR	TRUS	TRUSJ001	copies the extract file built in yearly for website access to an oracle server
Push	PA1682	COSDI018P	fgg\trtax\Payproc\SRMHEAD1.TXT, SRMHEAD2.TXT, SRMHEAD3.TXT, SRMHEAD4.TXT, SRMHEAD5.TXT, SRMDATA1.TXT, SRMDATA2.TXT, SRMDATA3.TXT, SRMDATA4.TXT, SRMDATA5.TXT	TRST.P.DATA.COMBINED.SRMFILES	PA2269	TRSTJ006	TR	TRST	SRMMPUTB	Get SRM data from TTC server to create m/frame payment trans
Push	PA1682	COSDI018P	fgg\trtax\Payproc\SRMHEAD1.TXT, SRMHEAD2.TXT, SRMHEAD3.TXT, SRMHEAD4.TXT, SRMHEAD5.TXT, SRMDATA1.TXT, SRMDATA2.TXT, SRMDATA3.TXT, SRMDATA4.TXT, SRMDATA5.TXT	TRST.P.DATA.COMBINED.SRMFILES	PA2269	TRSTJ006	TR	TRST	SRMMPUTP	Get SRM data from TTC server to create m/frame payment trans

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Push	Website PA1866	COSDI018P	cosd\mainframe\default_secure d_master.dat	TRDS.P.FTP0.WEBEXTR.DA ILY(0)	PA1680	TRDSJ001	TR	TRDS	TRDSJ001	Send full volume file to oracle server - full default secured file for website access
Push	Website PA1866	COSDI018P	cosd\mainframe\default_secure d_master.dat	TRDS.P.FTP0.WEBEXTR.DA ILY(0)	PA1680	TRDSJ001	TR	TRDS	TRDSL001	Send full volume file to oracle server - full default secured file for website access
Push	PA1045	COSDI018P	/fgg/cbaa/downadj	CBAA.P.DATA.NULL.FILE	PA1048	CBAAJ010	CB	CBAA	CBAAPUT1	Get downward adjustments from CBAA
Push	FTP Server	COSDI018P	/FGG/CBAA/cbaa_mpr_hdr	CBAA.P.FTP0.MPR.HDR(0)	PA1048	CBAAJ200	CB	CBAA	CBMPRP UT	Send m/frame MPR data to server
Push	SDDPC	CRPCOSDER PP	SDMPRWKLY	ASAS.P.FTP0.ASASJ720.MP RWKLY	PA1045	ASASJ720	AS	ASAS	ASASP720	Send MPR change data to SDDPC
Push	SDDPC	CRPCOSDER PP	SDCITYMPR	ASAS.P.FTP0.ASASP735.CIT YMPR	PA1045	ASASJ735	AS	ASAS	ASASP735	Send MPR file to SDDPC
Push	SDDPC	CRPCOSDER PP	SDPARWKLY	ASPA.P.FTP0.ASPAJ631.PAR	PA1046	ASPAJ631	AS	ASPA	ASPAP631	Send PAR data to SDDPC
Push	FTP Server	CRPCOSDER PP	cosdapxt_TC.dat	TRST.P.FTP0.NULLWARR	X	TRSTJ008	TR	TRST	TRSTGJ08	nullifies file and return to the server file
Push	FTP Server	CRPCOSDER PP	cosdapxt_TX.dat	TRST.P.FTP0.NULLWARR	X	TRSTJ009	TR	TRST	TRSTGJ09	nullifies file and return to the server file
Push	ERP - PA2150	CRPCOSDER PP	ifsectc.dat	TRST.P.FTP0.ORCLAIMS(0)	PA1682	TRSTJ007	TR	TRST	TRSTPJ07	Send Secured tax refund claims to Oracle financials accounts payable system

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Push	ERP - PA2150	CRPCOSDER PP	/apps/inbound_data/csdclaims/I fcus.dat/	TRRS.P.FTP0.ORACLE.WAR REQ	PA1742	TRRSJ001, TRRSJ002, TRRSJ003	TR	TRRS	TRRSLOG1	Send Unsecured Refund warrant request from m/frame to Oracle financials accounts payable Get accounts payable history warrant data from Oracle Get paid refund data from Oracle
Push	ERP - PA2150	CRPCOSDER PP (10.46.4.153)	/apps/inbound_data/csdclaims/I fcus.dat/	TRRS.P.FTP0.ORACLE.WAR REQ	PA1742	TRRSJ001, TRRSJ002, TRRSJ003	TR	TRRS	TRRSPUT1	Send Unsecured Refund warrant request from m/frame to Oracle financials accounts payable Get accounts payable history warrant data from Oracle Get paid refund data from Oracle
Push	FTP Server	CRPCOSDER PP (10.46.4.153)	cosdapxt_TX.dat	TRST.P.DATA.NULL.FILE	X	TRSTJ010	TR	TRST	TRSTGET1	nullifies file and return to the server file
Push	Web	Mainframe			PA1046	ASPAJ551	AS	ASPA		Send new sales data to the web
Push	Web	Mainframe			PA1018	ACSTJ001	AC	ACST		Send FCSA data from the m/frame to the web
Push	Web	Mainframe			PA1018	ACSTJ002	AC	ACST		Send special assessment changes from the m/frame to the web
Push	FTP Server	Mainframe	/FGG/CBAA/cbaa_mpr_file	CBAA.P.DATA.MPR.TEMP	PA1048	CBAAJ200	CB	CBAA	CBMPRPUT	Send m/frame MPR data to server
Push	FTP Server	Mainframe	/FGG/CBAA/cbcb_cb001bc1_p ar	CBAA.P.DATA.PAR.TEMP	PA1048	CBAAJ400	CB	CBAA	CBPARPUT	Send m/frame PAR data to server

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Push	FTP Server	Mainframe	/FGG/CBAAsupplemental_rol	CBAA.P.DATA.SUPPL.TEMP	PA1048	CBAAJ300	CB	CBAA	CBSUPPUT	Send m/frame supplemental data to server
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6.5 Mainframe Documentation

Exhibit D, Section I, subsection 1 (Project Background) states that the results of a Requirements Analysis that the County performed in 2003 are included in *Appendix H*. These materials are a few years old, but contain information that is still relevant to the current mainframe environment. These materials may be of general use in developing strategies to deliver the Requirements of the entire IPTS project, and more specifically the objectives of Module 1. There are over 500 MB of documents, including data dictionaries of the key data files on the mainframe, interfaces, job cards for mainframe processes, etc.

In mid 2009, we engaged our IT Outsourcing partner in developing a streamlined set of documentation describing portions of our current mainframe environment. The documentation includes basic information on many of our mainframe applications, which are combined in the following broad, process-oriented groupings: Unsecured Roll management, Supplemental Roll management, Roll Generation (Nucleus system), Master Property Record management, Roll Corrections, Apportionment, and Property Appraisal Record management. This documentation is discussed further in Section 9 below. This documentation does not describe every property tax administration system on the mainframe, nor is it exhaustive for the systems included. As previously mentioned, documentation is provided to facilitate better understanding of what will be necessary to deliver the functional requirements of this RFP. This Documentation is contained in the file “Appendix A – Mod 1 Requirements Supporting Documentation.zip.”

6.6 Functionality of Mainframe Applications

Tables 7.1 and 7.2 below demonstrate that the functional areas identified in the Requirements Documents included in Exhibit D of the RFP do not match up cleanly with the mainframe applications that are to be replaced as one of the objectives in Module 1. Indeed, there are mainframe applications used in nearly every functional area, and nearly every functional area has non-mainframe applications providing some of the functionality.

Since replacing all mainframe applications is part of the scope of Module 1, and since the mainframe applications thread through nearly all the functional areas, we have identified which of the requirements for the new System are currently being met by our existing mainframe applications. Those requirements met by mainframe applications and are to be included in Module 1 are designated as such by a check mark in the “Module 1” column in the Functional Requirements Tables in Exhibit D of the RFP. The marks in the CAMA Requirements Document and the Assessment Appeals Requirements Document do not necessarily indicate that the requirements are currently fulfilled by a mainframe application, just that they are within scope for Module 1.

7. Existing Applications

7.1 Matrix of IPTS Functional Areas to Current Applications

Table 7.1 below is a matrix that shows the relationship between our existing applications, the platforms on which those applications reside, and the functional Areas of the new IPTS System.

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7.2 Applications Involved in Module 1

Table 7.2 below contains key data elements that describe our current applications that will be affected by Module 1. The rows highlighted in orange are the mainframe applications. The remaining applications are those that are not on the mainframe that interface with it. Some applications have modules on more than one platform (e.g. mainframe and Windows Server), which is indicated in the first column.

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Table 7.1 – Current Applications to IPTS Functional Area Matrix

IPTS Functional Areas	Current System						
	Mainframe	AS/400	Windows: Client- Server	Windows: Access	Windows: Excel	Other	Applications
Address Maintenance	X		X				PA1044, PA1045, PA1973, PA2325, PA1745
Apportionment & Distribution	X				X		PA1008, PA1324
Appraisal Modification	X	X	X	X	X	web	PA1024, PA1044, PA1045, PA1046, PA1047, PA1160, PA1162, PA1517, PA1659, PA1902, PA2082, PA2086, PA2089, PA2090, PA2091, PA2318, PA2319
Assessment Appeals	X	X	X			web	PA1005, PA1048
Assessment Roll Generation	X						PA1045, PA1046
Bill Maintenance	X		X		X		PA1018, PA1020, PA1566, PA1017, PA1802, PA2269, PA1745, PA1680, PA1683
Business Personal Property	X	X	X	X	X	web	PA1054, PA1389, PA1433, PA1643, PA1745, PA1902, PA1928, PA2057, PA2082, PA2100, PA2152, PA2195, PA2336
Change In Ownership	X		X				PA1044, PA1045, PA1046, PA1902, PA2082, PA2250
Construction and Permits	X						PA1045, PA1046
Customer Service	x	x	x	X	x	web	PA1893, PA2239, PA2094 PA1745, PA1680, PA1683, PA1684, PA1044, PA1045, PA1046, PA1049, PA1050, PA1522, PA1595, PA1865, PA1883, PA1902, PA1933, PA2082, PA2250
Delinquency and Bankruptcy	X		X		X		PA1745, PA1680, PA1683, PA1684
Document Management			X			web	PA1902, PA2082
Exclusion and Base Value Transfer	X		X	X			PA1044, PA1045, PA1516, PA1603, PA1902, PA2079, PA2082, PA2289
Exemption Management	X	X	X	X			PA1044, PA1045, PA1310, PA1516, PA1902, PA2082, PA2250
General	X						PA1008, PA1019, PA1018, PA1020, PA1566, PA1017
Parcel Maintenance	X	X	X	X	X		PA1044, PA1045, PA1187, PA1435, PA2081, PA2101, PA2144
Payment Plans	X				X	web	PA1745, PA1680, PA1684, PA1681
Payment Processing	X			X	X		PA1682, PA1308, PA1681, PA1847, PA1866, PA2078, PA2201, PA2193, PA2269, PA2461, PA1745, PA2438
Property Account Maintenance	X	X	X	X			PA1044, PA1045, PA2293
Refunds	X			X			PA2286, PA1742, PA2201, PA2193, PA1680, PA1745, PA1683, PA1684
Special Assessments	X				X		PA1018
Tax Roll Generation	X		X		X		PA1018, PA1020, PA1566, PA1017, PA1745, PA1680, PA1683, PA1684

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Tax Sale Maintenance	X			X	X	web	PA1523, PA1813, PA2193, PA1680, PA1681
TRA Fund Maintenance	X				X		PA1019
TRA Rate	X			X	X		PA1008

Table 7.2 – Current Property Tax Administration Applications Information

Platform	PAID	App Owner	Application Name	Database Technology	Application Description	Interfaces (e.g. files) with MF apps/processes
AS/400	PA1005	ARCC	AAB Labels	DB2/400	Prints AAB mailing labels per input of name and address of taxpayers who request Assessment Appeal Applications, or who are known to need them for other reasons (e.g., late Prop 8 filings). Backup inquiry.	Labels are printed on the mainframe.
AS/400	PA1047	ARCC	ASRC Roll Corrections Process	DB2/400	User interface for creating mainframe roll correction transactions. Provides edits to ensure valid entry. Includes user interface for viewing and correcting transactions and maintaining status of transactions.	
AS/400	PA1160	ARCC	Comparable Sales System	DB2/400	AS/400 program provides a result set of sales data from input parameters such as target parcel, report group, price range, date range, characteristics etc....	Comp sales file is generated on the mainframe and FTP'd to the AS/400 every month.
AS/400	PA1162	ARCC	Computer Assisted Mass Appraisal (CAMA)	DB2/400	Proprietary Cole Layer Trumble COTS (3rd Party Vendor Software)	
AS/400	PA1187	ARCC	Cut Log Tracking	DB2/400	Allows mapping division to track parcel cuts and redevelopment on-line.	
AS/400	PA1310	ARCC	Homeowner Exemptions - AS/400	DB2/400	Secured property generate homeowner claims for lien year processing of homeowner exemptions	
AS/400	PA1389	ARCC	MPR Online	DB2/400	Provides an inquiry screen similar to mainframe MPR inquiry screen for staff working on AS/400.	Copy of MPR file is FTP'd to AS/400 every week
AS/400	PA1433	ARCC	PAR File Online	DB2/400	Provides an inquiry screen similar to mainframe PAR inquiry screen for staff working on AS/400.	Copy of PAR file is FTP'd to AS/400 every week
AS/400	PA1435	ARCC	Parcel Change Management <i>(note: this application is being combined with PA1187)</i>	UNK	Secured property allows mapping division to track parcel cuts and redevelopment on-line.	
AS/400	PA1517	ARCC	Prop 8	DB2/400	Provides entry, correction and tracking of Prop 8 reappraisal requests. Creates input transactions for mainframe update.	

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AS/400	PA1595	ARCC	Sale of Data	DB2/400	AS/400 application which allows user to create a copy of specific AS/400 files, some of which are copies of mainframe files.	Some of the Interface files from mainframe include - PA59 characteristics update, AS72 MPR update, also use combinations of PAR, MPR, to generate files for data sales.
AS/400	PA1643	ARCC	Supplemental Online	DB2/400	Provides access to supplemental data for Query reports generated on AS/400. Refreshed weekly. An inquiry screen similar to the mainframe screen is available for the convenience of staff working mainly on AS/400	Copy of Supplemental master is FTP'd to AS/400 every week.
AS/400	PA1928	ARCC	EZ Access	DB2/400	Provides an Unsecured Property account maintenance and valuation system for Business PP, Leasing, leaseland accounts, Marine, and Aircraft	Mainframe Situs index (weekly) and TRA rate tables (Annual and on request) are FTP'd to AS/400.
AS/400	PA2057	ARCC	EZ Access Interfacing Systems	DB2/400	Provides support for all Interfaces to and from EZ access system.	Interface files are sent to mainframe for Unsecured Billing transactions(US22) and Roll corrections transactions (US36).
AS/400	PA2100	ARCC	EZ Access - Jwalk	UNK	Proprietary user interface for EZ Access providing enhanced user experience.	
Mainframe	PA1008	A&C	ACAP/ACVV Values, Rates, and Apportionment	ADABAS	Establishment of rates, values, and apportionment of tax revenues.	State Preliminary Roll, State Final Roll, Certified Roll (multiple files) from ARCC, Turnover files (multiple) from TTC, PY AAB Refunds, Negative Supplemental Refunds, County Financial Oracle, Apportionment File for County Office of Education, Unsecured
Mainframe	PA1018	A&C	ACST Secured Tax System [formerly: ACST/TC Auditor Secured Tax Billing]	VSAM	Used for displaying Current Year and Prior Year Special Assessments	Mainframe file extract of special assessments.
Mainframe	PA1019	A&C	ACTI Tax Rate Area Index	ADABAS	Tax Rate Area management system	TRA/District Configuration for SANGIS, Valid TRAs for ARCC for the Roll to be closed,

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Mainframe	PA1020	A&C	TRUS Unsecured Tax Applications [formerly: ACUS Auditor Unsecured Property Tax Billing]	ADABAS	A&C uses this system to keep and maintain roll charges. The system is also used to facilitate creation of tax bills. TTC also uses this system.	Unsecured Roll Corrections from EZ Access, Supplemental Transactions from ARCC, Escapes and Failure to File from ARCC, Unsecured Bill Number and Enrollment Date to ARCC's Roll Correction and Supplemental Records , Vendors' Files (multiple),
Mainframe	PA1044	ARCC	ASAD Secured Property Assess Info System	Mainframe	Assessor Secured Property Assessment online/Database management system	
Mainframe	PA1045	ARCC	ASAS Secured Property Assess Ownership & Valuation	Mainframe	Assessor Secured Property Ownership and Valuation management system (Includes Prop 58 System)	
Mainframe	PA1046	ARCC	ASPA Supplemental Property System	Mainframe	Secured property supplemental assessment management system	
Mainframe	PA1324	A&C	Interest Apportionment	VSAM	takes information from the apportionment file created by VRA and updates the balances of the receiving agencies, and also sends data to Oracle	Interface with Oracle EBS
Mainframe	PA1577	ARCC	RERE Real Estate Grantor/Grantee Index Mgmt	Mainframe	Recorder system for managing the real estate grantor/grantee index for office and public display use	
Mainframe	PA1680	TTC	TRDS Defaulted Secured Data Mgmt(Mainframe)	VSAM, ADABAS	Tax Collector system for managing secured tax billing and collections for accounts that are in default	
Mainframe	PA1682	TTC	TRST/TC Tax Collector Secured Tax Collect(Mainframe)	VSAM, ADABAS	Tax Collector system for collecting and managing Secured property tax bill amount for the current year	
Mainframe	PA1683	TTC	TRST/TC Tax Collector Secured Tax Collect(Mainframe)	VSAM, ADABAS	Secured Property Tax - Carry Over Roll	
Mainframe	PA1684	TTC	TRTH Secured Tax History Info System(Mainframe)	VSAM, ADABAS	Tax Collector system used to display 5 most current years of Secured Tax billing and collection history data by parcel	
Mainframe	PA1742	TTC	TRRT Unsecured / Secured Tax Refund Mgmt System (Mainframe)	VSAM, ADABAS	Tax Collector system for managing refund actions for Unsecured property tax accounts	
Mainframe	PA1745	TTC	TRUS Unsecured Property Tax System(Mainframe)	ADABAS	Tax Collector system for managing billing and collections for Unsecured property tax accounts and title companies that pay for multiple parcels (e.g. impound accounts)	
Mainframe	PA1790	ARCC	Automated Marriage License System	Mainframe	County clerk on-line system to issue Marriage Licenses, American PrintWare	
Mainframe	PA1802	TTC	TRCC Cortac (Mainframe)	ADABAS	Generate electronic media for tax agencies	

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Mainframe	PA1871	ARCC	Recorder Vital Records System	Mainframe	Recorder system for managing vital record indexes, on-line display and issue Certified Abstract copies	
Mainframe	PA1973	PSG / ARCC	ISCP - CODE 1 Plus	VSAM, proprietary	Address Verification software	
Mainframe		A&C	ACAPA Values, Rates, and Apportionment (Test App for PA1008)		Test Environment of Values, Rates and Apportionment	
Mainframe		A&C	ACTIA Tax Rate Area Index (Test App for PA1019)		Test Environment of Tax Rate Area Index	
Mainframe		A&C	Secured Tax Applications		A&C uses this system to keep and maintain the roll charges. The system is also used to facilitate creation of tax bills. TTC also uses this system.	Parcel Cut Cross Reference from ARCC, Vendors' Files (multiple), Supplemental Transactions from ARCC, Failure to File from ARCC, Escapes from ARCC, Roll Corrections from ARCC
Mainframe		A&C	ACPT Property Tax Services Secured Tax System		Currently for tax bill short title maintenance, roll correction transaction selection, PY lien roll correction and PY AAB roll correction and special assessment maintenance.	
Mainframe		A&C	ISLC Batch Job Control Records System		Scheduling Tool	
Mainframe / Windows	PA1048	ARCC	Assessment Appeals Board System	Mainframe	Tracking/scheduling of Appeals	
Mainframe / Windows	PA1566	A&C	TRDS Defaulted Secured Tax System [formerly: Redemption (Prior Year/Secured/Defaulted) Taxes]	ADABAS	This system is used to keep and maintain roll charges, payments, and penalties. The system is also used to validate creation of tax bill statement. On-Demand Tax Bills are printed from this application.	Vendors' Files (multiple)
Mainframe / Windows	PA2269	TTC	PayProc (Treasurer Tax-Collector Payment Processing)	ISAM	Provides, consolidates, distributes, and reports on payment data for all collection systems (IVR, mail, cashiering, EBPP, CORTAC) as well as updates Mainframe	PayProc converts Mainframe ST41 file nightly to ultimately create the master payment file for Wausau ImageRPS. It also consolidates all payments to update Mainframe as the system of record.
UNIX	PA1681	TTC	Treasurer-Tax Collector Web Site (SDTREEASTAX.COM)	Sybase	Provide departmental information to the public. Information provided is Tax Payment Information; Property Tax Sale Information; Investment Earnings Information, etc.	

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Windows	PA1017	A&C	ACRC Roll Corrections Process	DB2/400	Auditor/Controller PTS Roll Corrections Process - Client-Server - also see PA1047 - Application of changes in property status not identified in prior tax billings	
Windows	PA1049	ARCC	ARCC Public Area Intranet Applications	SQL Server	Public access to PCs for Assessor Maps for a fee	
Windows	PA1050	ARCC	Assessor Maps; property characteristics; assessed	SQL Server	Request in to NG to rename this 'ARCC Internet Applications'. Includes all functionality on http://arcc.co.san-diego.ca.us . Specifically of interest for IPTS are parcel maps search, parcel property characteristics search, property sales search, and e-commerce	
Windows	PA1054	ARCC	Audit Assignment Tracking	DB2/400	Track audit appraiser work-in-progress	
Windows	PA1308	TTC	Host Interactive Processing System (HIPS) (Son/ant IVR)	UNK	IVR system which permits taxpayers, using telephones, to access the Master Tax File on the mainframe to obtain secured property tax information, have a duplicate tax bill mailed to them, or transfer to another IVR which permits them to make property tax p	Sonant IVR uses an Attachmate session to do a screen scrape to gather general payment information about the parcel (e.g. payment amount due, parcel number, and parcel type) that the customer is requesting both on the e-payment and ACD (Automatic Call Distributor)
Windows	PA1522	ARCC	Property Ownership Information (intranet) <i>(note: this application is being combined with PA1049)</i>	SQL Server	Public access to PCs for Assessor property info	
Windows	PA1603	ARCC	Section 11 Properties	Excel	UNK	
Windows	PA1788	ARCC	AutoCAD 2005	Wintel	tool used to create maps	
Windows	PA1789	ARCC	AutoLISP	Wintel		
Windows	PA1813	TTC	Tax Sale Maps and Images (Web)	Oracle	Defaulted Property Tax Sale -- Web Application	
Windows	PA1865	ARCC	Property Tax Characteristics	SQL Server	Web query displaying the characteristics (sq ft, # bedrooms, etc.) for properties. Included on both intranet and internet????	

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Windows	PA1866	TTC	EBPP Property Tax Online Payments (Web)	Oracle	Property Tax Payments -- Web Application	an upload file containing tax roll information (e.g. parcel numbers, owner information, addresses, payment amounts due) is generated from Mainframe, FTP'd to server COSDI018P, then Oracle Database picks it up from server COSDI018P on a daily basis for all c
Windows	PA1877	ARCC	RX AutoImage Color Edit	Wintel	RxAutoImagePro97	
Windows	PA1878	ARCC	RX Spotlight 97	Wintel		
Windows	PA1879	ARCC	RX Spotlight Color Edit	Wintel	Used to edit maps	
Windows	PA1883	ARCC	Search for Sales Properties <i>(note: this application is being combined with PA1049)</i>	Oracle	Search for Sales Properties -- Web Application	
Windows	PA1893	A&C	Tax Rate by Tax Rate Area Search	Oracle	Tax Rate by Tax Rate Area Search -- Web Application	Mainframe file extract of TRA Tax Rate
Windows	PA1901	ARCC	Traverse	Wintel	Plots mapping coordinates & creates a map from the coordinates. Used by Assessor Mapping Dept	
Windows	PA1902	ARCC	ARCC's AX/WX/WFX Applications	Wintel	AppXtender (Application Extender), WebXtender (Web Extender), and Workflowxtender (Work Flow Extender) are software components from the Legato Product Suite used by the ARCC for their "Imaging" applications.	
Windows	PA1907	ARCC	eChange	Wintel	ARCC Mapping Divisions' AutoCAD and AutoCAD support tools	
Windows	PA1933	ARCC	ARCC E-Commerce	Wintel		
Windows	PA2082	ARCC	ARCC Document Management System	SQL Server	Tied to EMC2 SAN and PA1902 * Part of Legato Imaging platform (PA1902)	
Windows	PA2086	ARCC	CoStar Comps	UNK	Proprietary software - referenced in appraisal process	
Windows	PA2089	ARCC	Marshall-Swift Commercial/Agricultural Estimator	UNK	Proprietary software - referenced in appraisal process for commercial real estate	
Windows	PA2090	ARCC	MLS	UNK	Proprietary software - referenced in appraisal process.	
Windows	PA2091	ARCC	Comps Link	UNK	Proprietary software - referenced in appraisal process	
Windows	PA2115	ARCC	Banknote Paper Tracking	Wintel		

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Windows	PA2143	ARCC	SpotLight Pro 97	Other	Mapping Division application	
Windows	PA2144	ARCC	SPS Cut		Mapping division cut sheet	
Windows	PA2152	ARCC	Business Audit Tracking	Access	Audit tracking for Assessor Business Division	
Windows	PA2201	TTC	Wausau ImageRPS	FoxPro	Mail Remittance, Imaging, and Exception system for mailed payments	During the exception process, in order to research and validate data, Wausau also uses host-emulation on an Attachmate session, similar to screen scraping which emulates the appropriate Mainframe screen and information on the same screen of the ImageRPS app.
Windows	PA2239	A&C	Special Assessments by Parcel Number Search	Oracle	Displays special assessments by parcel number	Mainframe file extract of fixed charge special assessments
Windows	PA2250	ARCC	AXAddOns	n/a	enhancements to the base AX user interface	None
Windows	PA2286	TTC	TrustRef (TTC Financial Apps)	SQL Server	TrustRef is the application used to manage and process refunds	ST11 file updates TrustRef for those refunds that are closed out. Main data file also provides feed for automated refunds to TC04 within TrustRef.
Windows	PA2287	ARCC	Viking Data Entry System	FoxPro	Proprietary data entry system for rapid entry and re-key verification. Used by ARCC for Assessor, Recorder Real Estate, and Vital Records batch update transactions. Serves as a consolidation point for various transaction sets from Access/Excel systems.	
Windows	PA2288	ARCC	ARCC Recording System	Oracle	ARCC Recording, Fictitious Business Names (FBN), and ARCC Cashiering, and Marriage Licenses	
Windows	PA2325	ARCC	Quick Address Pro		Address Verification software	
Windows	PA2327	ARCC	Rx Spotlight Pro	Wintel	ARCC Mapping AutoCAD integrated tool	
Windows	PA2336	ARCC	Aircraft Blue Book	UNK	Specifically designed for lease companies, bankers, aircraft dealers, or anyone who needs to know the pricing history of an individual aircraft. This is a historical reference guide with over 20 years of general aviation aircraft prices by quarter. Proprietary software - referenced in appraisal process for aircraft	

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Windows	PA2438	TTC	Web Integrated Tax System (WITS)	ISAM	Integration of components for billing, collecting, reconciling, and reporting property tax payments	WITS will be the central repository for all payment systems. Either Mainframe is providing an import of all current data to a database within WITS or IPTS replaces Mainframe as the system of record with a direct interface to WITS.
Windows	PA2461	TTC	Central Reconciliation Service	UNK	Replaces the PayProc application. The application will interface with 6 legacy systems that collect County of San Diego (CoSD) property tax payments and then reconcile those payments with the tax bill as presented by the mainframe system. The output is	CRS will convert Mainframe ST41 file nightly to ultimately create the master payment file for Wausau ImageRPS (exact same functionality as current system in production PayProc - PA2269)
Windows / Access	PA1024	ARCC	Agricultural Preserves	MS Access	Ag Preserve data base and tracking	
Windows / Access	PA1516	ARCC	Prop 60/90/110	MS Access	Provides entry, correction and tracking of Prop 60, 90, and 110 exclusion/exemption requests. Creates input transactions for mainframe update process.	
Windows / Access	PA1523	TTC	Tax Sale Database	MS Access	Control, reporting of property eligible for Public Tax Sale; includes a Point-Of-Sale Module. Also used to maintain all correspondence and research (e.g. legal ads, update property descriptions, etc.)	Mainframe dataset is manually downloaded (FTP?) as a text file then is imported into the Tax sale DB which populates tax sale database with proper Defaulted records.
Windows / Access	PA1857	ARCC	Preliminary Notices	Wintel	Tracks Prelim. Notices in Recorders area	
Windows / Access	PA1900	ARCC	Tran Control Log: Shrink Wrap	Wintel	Tracking Database. Used by Assessor Clerks in Mapping Division to track non-taxable agencies	
Windows / Access	PA1920	ARCC	Sales/Deposit Permit System	Access	Provides for user input from all ARCC systems which collect or disburse money, and creates a 'deposit permit' for the County Oracle Financials general ledger. Assumed to be replaced by new integrated recording/vital records/accounting system.	

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Windows / Access	PA2078	TTC	Mobile Home Tax Clearance Database	Access	The Mobile Home Tax Clearance Database is an application used to track mobile home properties which are eligible for transfer to the property tax roll	There is no direct interface to Mainframe for Mobile Home Tax Clearance Database. Employees manually enter info into the database from MF reports.
Windows / Access	PA2079	ARCC	Parent/Child Property Transfer System	Access		
Windows / Access	PA2081	ARCC	Property Parcel Corrections Database	Access		
Windows / Access	PA2093	A&C	Integrated Report Systems (I.R.S.)	Access	Reporting Tool used to prepare revenue reports for the State Controller.	
Windows / Access	PA2094	A&C	Outside Purchase Control System (OPTICS)	Access	Invoice Management	
Windows / Access	PA2101	ARCC	Current Page Status Sheets	Access		
Windows / Access	PA2195	ARCC	Business Audit Tracking Database <i>(note: this application is being combined with PA2152)</i>	Access	Tracks the Business Audits for the Assessors office	
Windows / Access	PA2289	ARCC	ARCC Mills Act DB	Access	Tracks Mills Act exempt property	
Windows / Access	PA2293	ARCC	Manual Clearing Database	Access	Admin Utility, Engineering Services	
Windows / Access	PA2318	ARCC	ROP Mobile Home DB	Access	Assessors' tool to track mobile homes	
Windows / Access	PA2319	ARCC	Rental Mobile Home DB	Access	Assessors' tool to track rental mobile homes	
	PA1659	ARCC	Timeshare Ownership Tracking	DB2/400	Track ownership at time shares	

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	PA1847	TTC	Netvantage ItemAge	UNK	Cashiering System for cash/check/credit card payments	ItemAge uses an Attachmate session to do a screen scrape to gather general payment information about the parcel like 'payment amount due' that the customer is attempting to pay over the counter.
	PA2193	TTC	Legato for TTC (AppXtender & WebXtender)	Oracle	Legato (OTG) DiskXtender, WebXtender and AppXtender	
		A&C	School Bond Schedule	Access	Stores the Schools' Bond Schedule; Used to generate the yearly Schools' Bond Schedule.	
		A&C	Documentum Application/Web Extender		Currently used for capturing report images directly from the mainframe in lieu of microfiche or paper copies.	See application description

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APPENDIX A: MODULE ONE OF THE IPTS PROJECT

8. Interfaces

At the conclusion of Module 1, all modules must integrate smoothly and seamlessly into the property tax administration environment. Work done in the new System must be transferred and accessible to the remaining legacy applications in the manner that existed prior to the initiation of the IPTS project, and work done in legacy applications must be usable by, stored in, and transferred to the new System.

Section 6.4.2 above describes in depth the interfaces that must be created as part of the Module 1 objective of replacing all mainframe applications. Section II, subsection 1.2 (Modular Approach) of the RFP in Exhibit D describes the requirements for interfacing the new IPTS System with the remaining legacy applications, with further requirements in Section II, subsection 4.1 (Development) of the RFP in Exhibit D and elsewhere throughout the RFP.

9. Supplemental Mainframe Documentation

We commissioned our IT Outsource Partner to produce documentation on a subset of our mainframe functionality in order to provide the prospective vendors with detailed information on some systems that will be replaced during the completion of Module 1. The documentation provides a sense of scope and gives insight into what will be required to meet the requirements detailed within **Appendix A** and the RFP document as a whole. Nine mainframe systems were partially documented in 2009, and the information is included in the following files, contained within the “Appendix A – Mod 1 Requirements Supporting Documentation.zip” archive:

- Appendix A – 2009 Documentation – Apportionment.zip
- Appendix A – 2009 Documentation – Assessor Roll Correction System.zip
- Appendix A – 2009 Documentation – MPR.zip
- Appendix A – 2009 Documentation – Nucleus.zip
- Appendix A – 2009 Documentation – Other MF Screens.zip
- Appendix A – 2009 Documentation – PAR.zip
- Appendix A – 2009 Documentation – Supplemental Roll System.zip
- Appendix A – 2009 Documentation – Unsecured Refunds.zip
- Appendix A – 2009 Documentation – Unsecured Roll System.zip

Additionally, the Requirements and Documentation developed during the most recent previous effort to deploy an Integrated Property Tax System in 2003 are provided for reference. The property tax administration environment is substantially the same today as it was in 2003, though of course many enhancements and modifications have been made as the result of changes in applicable law and regulatory code, as well as changes in business processes. Documentation is provided in the “Appendix H – Requirements Supporting Documentation.zip” file, including:

- Appendix H – 2003 Documentation – 2003 Requirements.zip
- Appendix H – 2009 Documentation – 1999 RFP Interface List.pdf
- Appendix H – ARCC Realty Manual.pdf

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APPENDIX B: COUNTY INFORMATION TECHNOLOGY STANDARDS

APPENDIX B: COUNTY INFORMATION TECHNOLOGY STANDARDS

County Information Technology Standards

The County has established certain standards that apply to the implementation of all new technology solutions. Though not absolute requirements, any proposed deviation from these standards requires written justification by the Contractor. For each of the areas listed below, the Contractor shall identify the planned methodology for compliance. For any proposed deviation, the justification for this deviation and the alternative selected shall also be included in the response to this RFP.

Development Standards

The standards presented below are preferred or required technologies for products developed for the County. Deviation from the standards may be allowed if the Contractor presents an acceptable case and the County gives written prior approval.

Servers

The standard for servers is HP Servers based on the Windows Operating System. Windows 2008 R2 (64 bit) Enterprise is the current supported operating system in use in the County Data Centers.

All applications will be placed into the County Virtualized Server Farms based on VMWare vSphere 4.0 environments.

Database Management Systems

The standard database management system (DBMS) is MS SQL 2008. Enterprise and Group applications may use Oracle 10g or 11g DBMS as an alternative. Any database development using non-standard platforms shall be approved per County IT Governance.

Enterprise – applications used by multiple Groups.

Group – application solutions primarily owned by one Group, but used by multiple County departments within the Group.

Departmental – common application solutions utilized by one or more County business units independently.

All DBMS Systems will be hosted in the County VM farm on Windows servers in the County Data Centers.

User Interface

All newly developed or acquired applications shall be accessible using the County's standard Intranet web browser. Internet applications should be developed to Internet Explorer version 8.0 Standards Mode. All webpages shall be W3C standards compliant.

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APPENDIX B: COUNTY INFORMATION TECHNOLOGY STANDARDS

Public Internet access shall be developed to support to the latest version of the listed browsers and be backward compatible to the following: Internet Explorer 7.x; Netscape Navigator 8.1; Mozilla FireFox 2.0; Safari 2.0.

Integration Brokers

All interfaces and data conversions involving Enterprise, Group or Departmental applications shall utilize one of the County's recommended integration broker technology platforms: WebSphere MQ Integrator, SOAP, J2EE Connector (JCA), and SNA Server.

Development Platform

Best practices for developing all applications should utilize the following platforms: J2EE (IBM WebSphere, Oracle WebLogic), DNA, or .NET.

Reporting Tools

New applications development or acquisitions shall utilize the County's standard reporting tools: SRSS, Crystal Reports, Oracle, and Discoverer.

Component Based Development Language

Application Development shall be based in Java, Visual Basic, VC++, Visual Basic.NET, or Visual C++.NET.

Client Foundations

Client development shall be based on HTTP and XML.

Client Models

Client models acceptable by the County include Java servlets and Java Server Pages (JSP), Active Server Pages (ASP), and ASP.NET.

Database Communication

All direct database communication shall be encrypted and should utilize JDBC, ADO/OLEDB, or ADO.NET.

Web Servers

All web hosting for the System shall reside on Apache, Tomcat, or IIS servers. JBOSS or WebLogic are alternatives that may be used.

Image Capture

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Kofax Ascent is the County standard for image capture. Captiva is also supported.

Document Management

Documentum is the County standard for workflow, image, and content management. It can be used as a repository for all file types (including Tiff images). Legato is also supported in some departments (e.g., TTC, ARCC, and A&C), so any new Systems should be designed after confirming the specific departments that will be using or interfacing to the System. SharePoint may be considered as an alternative.

Service Oriented Architecture (SOA)

The County of San Diego, Financial and General Government Group (FG3) envisions an enterprise centric solution based on proven industry standards for a Service Oriented Architecture (SOA). The County of San Diego FG3 defines SOA as a federated set of loosely coupled services that are supported via an Enterprise Service Bus (ESB). These services shall be flexible, reusable and represent the best of breed in their respective areas. Security shall be based on the principle of 'Security as a Service' provided by industry standard tools and incorporating SAML.

Compliance is required for all WS-* core standards. In addition the following standards should be supported: WS-Business Process Execution Language; WS-Messaging; WS-Security; WS-Security: SOAP Message Security; WS-Trust and WS-Federation. Currently, the following SOA back-plane components are deployed in the County enterprise: Sun Microsystems GlassFish, OpenESB, OpenSSO and Java Messaging System (JMS); Microsoft .NET, MSMQ, Active Directory and Identity Lifecycle Management (ILM); IBM WebSphere and MQ; Oracle WebLogic.

Single Sign-On

The County of San Diego continues to move to a single user account to gain access to all systems without being prompted to log in again. Currently the County has implemented an Active Directory (AD) environment, with which all new business applications must be integrated. All end user authentications to the new business application must provide pass-thru authentication for the end user. The County AD environment is currently built on Windows 2003 SP2 servers. Upgrades are planned in the near future to bring the AD environment up to Windows 2008 R2.

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Service Level Compliance

Applications development and acquisitions shall include the necessary components and resources to achieve compliance with the County's service levels. In the case of third-party software, contract provisions should be consistent with the County's service levels.

CMM Compliance

Applications development should be conducted using practices and processes consistent with the Software Engineering Institute's Capability Maturity Model (SEI CMM) Level 3. The minimum Key Practice Areas includes Requirements Management, Project Planning, Project Tracking/Oversight, QA and CM.

Infrastructure Compatibility

Application development and acquisitions shall be compatible with the County's infrastructure standards for hardware and software. The County has contracted with Northrop Grumman to provide IT infrastructure and system management, which includes: Desktop, LAN/WAN, Servers, Mainframes and Midrange, Security and Help Desk. The County's network transport protocol is IP. All servers and desktops computers are integrated into an Ethernet LAN/WAN environment. The current desktop operating system is Microsoft Windows XP. The County intends to migrate to Windows 7 on all desktops in the near future. The County refreshes the desktops on a four-year cycle that could include upgrades to a later version of the Windows operating system.

Non-Redundant Data Capture and Storage

Data shall be captured only once at the source unless security, data access or other performance reasons present a compelling business case. Captured data shall be stored and accessed from a single authoritative (master) "data base of record" and derived from this source for all enterprise purposes. Analytical data (reporting) shall be stored separately from operational data (transactional).

Defect Resolution

For the purposes of the County Information Technology Standards a defect is defined as Contractor delivered software functionality or processes that have been identified by the County as being non-compliant in the fulfillment of the functional requirements (specifications). County standards require that defects are identified, categorized, tracked, reported, and resolved. Contractors are required to establish and maintain a System for defect resolution that includes, at a minimum the following elements:

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Resolution of Defect Types

Defects should be categorized for resolution with the solution for defect fix dependent upon the type of defect identified:

- **Level 3** - Does not affect correctness of the outputs. Should be fixed, but the fix may be deferred until it is convenient.
- **Level 2** - Subsequent answers are wrong or performance is substantially degraded. User may continue operating the software only if allowance is made for poor results caused by the defect. Should be fixed soon.
- **Level 1** - Prevents further execution: non-recoverable. Should be fixed before the program is used again.

Defect Analysis and Analytical Reporting

This means analyzing the distribution of defects over the values of one or more parameters associated with a defect. Defect analysis provides an indication of the reliability of the software. Four main defect parameters are commonly used for defect analysis are; Status, Priority, Type, and Source (what part of the System this defect affects).

Defect analyses have to be reported in a useful form to help make decisions about resources, costs, and delivery schedules. Defect counts can be reported in two ways: (1) as a function of time, resulting in a defect trend diagram or report and (2) as a function of one or more defect parameters (like severity or status) in a defect density report. These types of analysis provide a perspective on the trends or distribution of defects that reveal the software's reliability.

There are three classes of reports that are of use for project management and tracking:

- **Defect density or distribution reports** allow defect counts to be shown as a function of one or two defect parameters.
- **Defect age reports** are a type of defect distribution report that shows how long a defect has been in a particular state, such as Open. In any age category, defects can also be sorted by any other attribute, such as Owner (developer assigned to repair defect).
- **Defect trend reports** show defect counts by status as a function of time. The trend reports can be cumulative or not and help management identify defect rates by status thus providing an indication of how well the software quality is progressing through the project cycle.

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Security Architecture

The Security architecture is based on a 3 tier architecture that decouples the presentation layer, business logic layer and the data base layers where each layer is isolated within a multi-zone firewall system. The County is also in the process of implementing a Message Broker Architecture that will augment this design (see Development Standards, Integration Broker above). Any new System will be required to integrate into this architecture.

Internet and Non-County Networks

County network connections to un-trusted networks (e.g., Internet and Non-County networks) must be protected by a network firewall system that ensures that only authorized users and information packets may be exposed to County systems.

Security Zone Definitions.

County Internal Network – County User’s devices (e.g., PC, Printers, Laptops)	
Internet -	Public Internet.
Front DMZ -	Public Web presentation layer.
3 rd Party -	Third partying network connections for direct application access.
Back DMZ -	Information and Database layer.
Mid-Tier DMZ -	Application or business logic layer.
Data Center Zones -	Application or business logic layer

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This table reflects the County network access requirements:

From	To	Access Level	Controlled Access
County Internal Network	Internet	http, https,	ftp, telnet
County Internal Network	Front DMZ	http, https, ssh and other strong encrypted protocols (tunneling is not allowed)	ftp, telnet
County Internal Network	Mid-tier DMZ	http, https, ssh and other strong encrypted protocols (tunneling is not allowed)	ftp
County Internal Network	Back DMZ	NONE	Case by case basis for operational support.
Internet	Front DMZ	http, https	ftp
Internet	County Internal Network	Remote access using County authorized systems	
Internet	Mid-Tier DMZ	NONE	
Internet	Back DMZ	NONE (transaction access allowed indirectly through web servers in the Front DMZ)	
County Internal Network	3 rd Party's (direct circuit)		Case by Case Basis
3 rd Party	Internet	NONE	

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3 rd Party	Front DMZ		Case by Case Basis
3 rd Party	Mid-Tier DMZ		Case by Case Basis and only during an authorized break fix scenario where access will be disabled after event closure.
3 rd Party	Back DMZ		Case by Case Basis and only during an authorized break fix scenario where access will be disabled after event closure.
3 rd Party	County Internal Network		Case by Case Basis
3 rd Party	Development and Test		Case by Case Basis
Front DMZ	Internet	NONE	
Front DMZ	County Internal Network	NONE	
Front DMZ	Mid-Tier DMZ	http, https, ssh and other strong encrypted protocols (no tunneling) allowed	
Front DMZ	Back DMZ		Case by Case Basis using strong encrypted transaction based protocols
Back DMZ	Any	NONE	
Mid-Tier DMZ	Back DMZ	Strong encrypted transaction based protocols	
Mid-Tier DMZ	Front DMZ	NONE	

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Mid-Tier DMZ	County Internal Network	NONE	
Mid-Tier DMZ	Internet	NONE	
Data Center Zones Specific VLANs	Internet		Case by Case Basis
Data Center Zones	Back DMZ	Strong encrypted transaction based protocols	

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APPENDIX C: MINIMUM ACCEPTABLE SERVICE LEVELS (MASLs)

APPENDIX C: MINIMUM ACCEPTABLE SERVICE LEVEL (MASLs)

The County's Outsourcing Agreement with Northrop Grumman Information Technology, dated January 24, 2006, is located on the County's Internet. See link below.

Schedule 4.3, Operational Services, contains the Minimum Acceptable Service Levels, (MASLs) that NGIT must comply with. With the exception of "Application Transaction Response Time (Server Systems – Across WAN)" included in this Scope of Work, Exhibit D, Section I – 2.2, Performance Requirements, which is a requirement of the IPTS, all other applicable MASLS (except MASL 8.3.5.9) will also apply unless otherwise specified in this Scope of Work. Contractor is required to review the MASLs and ensure that the System is designed, developed, and implemented to comply with applicable MASL requirements.

http://www.sdcounty.ca.gov/cto/ngit_contract.html

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APPENDIX D: USE CASES

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The Use Cases, together with the Functional Requirements Tables contained in Exhibit D, Section IV, 2.1, describe and define the function-specific requirements of the System.

Below is the list of the Use Case files. The individual tables are contained in the “Appendix D – Use Cases.zip” file.

COSD – IPTS – Address Maintenance Use Cases.doc
COSD – IPTS – Apportionment and Distribution Use Cases.doc
COSD – IPTS – Assessment Appeals Use Cases.doc
COSD – IPTS – Assessment Roll Generation Use Cases.doc
COSD – IPTS – Bill Maintenance Use Cases.doc
COSD – IPTS – Business Personal Property Use Cases.doc
COSD – IPTS – Change In Ownership Use Cases.doc
COSD – IPTS – Construction and Permits Use Cases.doc
COSD – IPTS – Delinquency and Bankruptcy Use Cases.doc
COSD – IPTS – Exclusion and Base Value Transfer Use Cases.doc
COSD – IPTS – Exemption Management Use Cases.doc
COSD – IPTS – Parcel Maintenance Use Cases.doc
COSD – IPTS – Payment Plans Use Cases.doc
COSD – IPTS – Payment Processing Use Cases.doc
COSD – IPTS – Property Account Maintenance Use Cases.doc
COSD – IPTS – Refund Use Cases.doc
COSD – IPTS – Special Assessments Use Cases.doc
COSD – IPTS – Tax Roll Generation Use Cases.doc
COSD – IPTS – Tax Sale Maintenance Use Cases.doc
COSD – IPTS – TRA Fund Maintenance Use Cases.doc
COSD – IPTS – TRA Rate Use Cases.doc

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APPENDIX E: BASE VALUE SEGMENTS AND POINT-IN-TIME

APPENDIX E: BASE VALUE SEGMENTS AND POINT-IN-TIME

BVS, PIT, Value Trending

ASSESSMENT MANAGEMENT AND PROPERTY VALUATION

Background

The following details what the System shall provide for managing value balancing and creation of Base Value Segments (BVS) in child parcels as a result of parcel cuts and combinations. Statutory and business rules require that the assessed value of parent parcel(s) be allocated to child parcels in a cut/combination in such a way that the total assessed value represented by the parents is equal to that associated with child parcels at the time of the “cut.”

Each and every base year value segment should be stored, calculated, indexed, etc. separately from each other base year segment within a given parcel. These segments should remain intact (traceable) after cuts/parcel changes are made. Base year values may be displayed as a conglomeration of cumulative base year values, but they should remain separate and easily available for dissection by appraisers, and other system users.

In many instances, the System can accomplish the balancing operation automatically based on market values assigned to child parcels. Appraisers might be required to establish the market value of the child parcels in order for the system to distribute the base value of the parent parcel, though in other cases, the system should accept manual input of both land and improvement BVS as well as an attached document supporting the calculation.

Possible scenarios are included, but not limited to those, below.

Case I: Parcel Combination (Multiple Parents/One Child)

This represents the simplest case where multiple existing parcels are combined to form a single child parcel. In such instances, no appraisal of child parcels is required. Instead, base value segments of each parent parcel are simply copied to the child parcel, retaining their value and base year designations. Land and improvement base value segments are treated identically. Recent cut activity on the parent parcel might move even this simple case into the manual approach.

Case II: Parcel Split (One Parent/Multiple Children)

The case of a single parcel to be split into multiple children/remainder is probably the most common form of cut. In this case, market values are assigned to individual child parcels by an appraiser. The percentage of total market value represented by each child parcel should then be applied automatically by the System to each relevant base value segment to calculate and assign the value and base year to individual base segments for each child parcel. This case can be semi-automated with the approval of market values by the appraiser.

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In cases where different BVS segments exist or where there are improvements on the parcel a manual approach may be required.

Case III: Parcel Split (Multiple Parents/Multiple Children)

The most complex case involves multiple parent parcels split among multiple children. In such cases, the resulting base value segments must be manually adjusted.

Special Handling Required for Improvement Value

Consider, for example, the case of a parent parcel that includes two residences, one built in 1980, and the other constructed in 2000. The parcel is to be divided in such a way that the two houses are placed on separate child parcels. In such a case, it is unlikely that allocation of base value segments will match the distribution of market value of the two improvements. Rather, the base value segments associated with each building must be manually associated with the appropriate child parcel.

Special Handling Required for Land Value

Consider a case in which two parcels are combined into a single parcel, followed several years later by a cut that restores the original two parcels. In such a case, the combination would result in an aggregation of original base values. Automated calculations of the subsequent cut, however, would not restore the original base value segments to the respective child parcels. Instead, each base value segment in the combined parent would be allocated to the resulting child parcels.

For this reason, the System shall have edits that allow staff to process in either semi-automatic or manual mode. The System shall have the ability to store as attachments any notes, calculations, or spreadsheets that provide documentation.

Multi-Year Value Balancing

The County of San Diego currently balances two years worth of roll value between parent and child parcels for multiple tax years in the context of a cut/combo. In the new system, this should no longer be necessary. This is due to the fact that the allocation of parent base value segments to appropriate child parcels automatically captures the roll year of each segment and eliminates the need for separate calculations. Subsequent to a cut, multiple roll values might still need to be calculated to assist in the calculation of supplemental bills.

Summary

The System shall be designed and developed to provide for three methods of balancing Base Value Segments: Automated, Semi-automated and Manual. Edits should establish the method to be used. These would include items such as the effective date of a prior cut, presence or absence

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of improvements, or recent events on the parent parcel.

Automated

- In the case of a combination of multiple parent parcels into a single child parcel, no user input is required. The “balancing” of value is a trivial exercise that does not even require that a market value for the child parcel be calculated as part of the cut/combo process.

Semi-automated

- In the case of a single parent divided among multiple children, the balancing operation and appropriate creation of base value segments for child parcels depends upon the market value appraisal of each child parcel. Allocation of improvements would require appraiser intervention.

Manual

- In cases where multiple parents are divided into multiple child parcels, appraiser intervention would be required. The system must be capable of storing a document that shows the appraiser’s reasoning and calculations.
- In cases where there are multiple BVS on the parent parcels.
- In cases where the current combination event closely follows a prior cut.

Conditions that require Base Value Segment review prior to automatic assessment:

The System shall route this Event to a BVS Update Queue assigned to the appropriate appraiser. This assignment occurs after market valuation review and approval (generated from the CAMA system) with the BVS Update Queue function managing automatic generation of the base value segments and assessments if appropriate, and allowing manual intervention and document storage if not. The System shall allow the Appraiser to select an item from this queue and route to an Advanced BVS Editing function.

The System shall allow an appraiser to then review historical base value segments and make changes (possibly for multiple base years) and if necessary, manually create new base value segments for the event – this is a mandatory function or the assessment will not process accurately. Upon completion, the System shall proceed generating the assessment and allow for appraiser-completed base value segment updates including any bypass of automatic base value segment manipulation.

1. Fractional on Fractional

If existing fractional ownership selling partial interest to buyer and there is any Legacy Indicator = Y on an existing base value segment, queue out for review and manual update of base value segments. This is required to ensure that the selling fractional base value segments are created in the system for accurate history. Appraiser will manually create new base value segments for the fractional ownership. This is not required when the seller base value segments are created by the System.

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2. Any Approved Calamity

Any approved calamity that has completed before/after valuations (provided by the CAMA system) shall be routed for appraiser review and creation of base value segments. This is required so that appraiser can create multiple prior-event base value segments in system if there are separate improvements built over time. The appraiser will need to manually terminate the portion that experienced the calamity and create the new reduced base value segments for the event, per base year.

3. Any Construction Demolition

If Construction Event is demolition (negative value difference) shall queue out for review and manual update of base value segments. This is required so that appraiser can create prior-event multiple base value segments for portions of improvements, if needed. Appraiser will need to manually create post-event base value segments for different portions of demolished property (per base year).

4. Reconstruction Of Any Calamity

If Construction Event occurs on property that has a Calamity related to it, queue out for review and manual update of base value segments, unless a 100% CIO Event has occurred since the Calamity Event Date. If a 100% CIO Event has occurred since the Calamity Date, the reconstruction of calamity base values are ignored – the Calamity condition is no longer valid. If no CIO Event, the manual review is required so that the appraiser can reconstruct the appropriate base value segments (multiples with different prior base years, if needed), and, if needed, create additional new base value segment for over-built portion of property with current base year.

Base Value Segment Example

The diagram is designed to show how multiple base value segments (BVS) should be maintained in the System. The top section, labeled Change in Ownership Base Value Segments, shows the set of base value segments over time. Labels in the header indicate the change in ownership events, including the date and percent sold. Below that is a band that shows handling of a BVS to track new construction. The bottom three rows on the diagram summarize the Assessed Value, Market Value, and Supplemental Value that would be recorded at the time of each assessment event.

For simplicity, the diagram assumes that there is a single owner for each beneficial interest, and only one value type is tracked for the property (i.e. land and improvements value is not split out). Lastly, the effect of annual value trending is ignored.

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IPTS Example Base Value Segments		8/1/2001: John Buys 100%			8/1/2002: John sells 50% to Judy			8/1/2003: Judy Sells 25% Back to John			8/1/2004: John and Judy sell 50% to Fred			7/1/2005: Judy sells 1/8 to Bill			8/1/2005: Fred sells 1/8 to Bill			8/1/2006: All sell 100% to George				
Change in Ownership Base Value Segment (BVS)	Base Yr 2001 John Value: \$200K Share: 100%			Base Year 2001 John Value: \$100K Share: 1/2						Base Year 2001 John Value: \$75K Share: 3/8						Base Year 2006 George Value: \$1.3M Share: 100%								
				Base Year 2002 Judy Value: \$150K Share: 1/2			Base Year 2003 John Value: \$100K Share: 1/4			Base Year 2002 Judy Value: \$75K Share: 1/4			Base Year 2004 Fred Value: \$300K Share: 1/2									Base Year 2004 Fred Value: \$225K Share: 3/8		
																						Base Year 2005 Bill Value: \$150K Share: 1/8		
										Base Year 2002 Judy Value: \$37.5K Share: 1/8			Base Year 2005 Bill Value: \$150K Share: 1/8											
New Const. BVS				BY 2002 3/1/02 \$10K		\$7.5K		\$5K		\$3.75K														
Assed Value**	\$200K	\$250K	\$260K	\$282.5K		\$420.5K		\$528.75K		\$528.75K		\$1.3M												
Market Value	\$200K	\$300K	\$300	\$400K		\$600K		\$1.2M		\$1.2M		\$1.3M												
Suppl. Value	Unknown	\$50K	\$10K	\$22.5K		\$138K		\$108.25K		N/A		\$771.25K												

** Assessed Value ignores annual trended value for simplification.

The following paragraphs explain the effects of each assessment event:

8/1/2001 John Buys 100%

In base year 2001, he acquires the entire property for \$200,000. One base value segment is created. Because it is a 100% sale, the assessed value and market value are the same, at the time of sale.

8/1/2002 John sells 50% to Judy

A year later, half is sold. A new segment is created to show John's reduced value, which retains the prior base year (2001). Judy's new segment has a base year of 2002, and her market value and starting base value of \$150K. The new market value for the entire property is \$300,000 (two times her purchase price). The assessed value now consists of the sum of her value and John's which total \$250K.

A supplemental assessment is created for the difference in assessed value before and after the transaction (\$50,000).

3/1/2002 New Construction is added for \$10,000

The total amount of the NC is shown as added to the property. The assumed design is to retain it as a total amount, rather than divide it up among the owners.

A supplemental assessment is sent to the property for the amount of the NC.

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8/1/2003 Judy sells 25% back to John.

Now, Judy's 2002 segment is split into two- half is hers, which retains the 2002 base year, and half is for John, which gets 2003 as the base year and his purchase price as the market value Notice that John's BVS for 2001 continues on unchanged. John now holds $\frac{3}{4}$ of the property, but in two segments, with different base value years. The total market value and assessed values are incremented accordingly.

The new construction value is reduced by the amount of NC value that Judy sold. She was present when the NC was added, so she benefited from, and "owned" half of the \$10,000. By selling $\frac{1}{4}$ of the property, she also sells her interest in the new construction ($\frac{1}{4}$ of the total, or \$2,500).

The supplemental assessment is, again, for the change in total assessed value, which nets out the reduction in new construction.

3/1/2004 John and Judy sell 50% to Fred.

We assume here, that the deed reads something like "John and Judy, Tenants in Common, sell 50% of the property to Fred." We shall assume that Judy sells half of her $\frac{1}{4}$, leaving her with $\frac{1}{8}$ of the property, and John sells $\frac{3}{8}$ (half of his $\frac{3}{4}$).

On partial sales, base value segments are retained in the order that gives the taxpayer the full benefit of retaining the portion of property, which has the lowest assessed value. In normal market conditions, this is LIFO, Last In First Out, but in a declining market FIFO, First In First Out, might be applicable. Therefore, John's latest BVS, acquired 8/1/2003, would be retired. Since this represents $\frac{1}{4}$ share of the property, an additional $\frac{1}{8}$ share is sold from John's 2001 BVS, leaving him with $\frac{3}{8}$ ownership in the property.

Fred gets a new share, for $\frac{1}{2}$, a supplemental is issued for the difference, and other values adjusted.

7/1/2005 Judy sells 1/8 to Bill.

Here, Judy sells all of her remaining interest. The only thing to note is that the new construction is now reduced by all of her part in it. The only part of the NC that is retained is the $\frac{3}{8}$, or \$3,750, of John's original share.

8/1/2005 Fred sells 1/8 to Bill.

A month later, Bill buys another $\frac{1}{8}$ from Fred, so Bill now owns $\frac{1}{4}$. This transaction is included to illustrate that new construction is not adjusted, because the transaction is between two owners who were not present when the new construction was added, back in 2002.

The new market value, of course, is calculated from Bill's purchase price of \$150K for the $\frac{1}{8}$, resulting in a market value for the whole property of \$1.2 million.

8/1/2006 George buys all interests from the remaining owners.

This final transaction re-sets the property account to have a single BVS, with new, equal market and assessed values, with no new construction value remaining.

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Calculation of Trended Base Values

Although base value segments play a critical role in the calculation of assessments, the values must be “trended” by comparing the base year of a Base Value Segment with the Roll Year of a particular assessment. This comparison yields a specific trend factor to be applied to a base value in the calculation of an equivalent trended value.

The base year of a base value segment is determined by the date of the event that creates it. If a base value segment’s event date is January 1 to June 30, its base year is the **current** calendar year. If a base value segment’s value action date is between July 1 and December 31, its base year is the **following** calendar year, for example:

Value Action Date	Effective From	Base Year
02/28/06	02/28/06	2006
08/15/06	08/15/06	2007
01/01/06	01/01/06	2006

An assessment roll year is determined by the “effective from date” of the assessment. If the assessment’s “from date” is between January 1 and June 30, the roll year is the **previous** calendar year. If the assessment’s “from date” is between July 1 and December 31, the roll year is the **current** calendar year. Illustrative examples include:

Value Action Date	Assment_from	Assmt_thru	Assmt_Type	Roll Year
02/28/06	02/28/06	06/30/06	Pro-rated Supp	2005
02/28/06	07/01/06	06/30/06	Full Year Supp	2006
08/15/06	08/15/06	06/30/06	Pro-rated Supp	2006
Lien Date 01/01/06	07/01/06	06/30/07	Lien Date Annual	2006
Lien Date 01/01/07	07/01/07	06/30/08	Lien Date Annual	2007

The aforementioned rules imply the following:

- A base value segment created in the first half of the calendar year **WILL BE** trended for the calculation of assessed value on the following January 1 lien date.
- A base value segment created in the second half of the calendar year will **NOT** be trended in the calculation of assessed value on the following January 1 lien date. (i.e. The trend factor will be 1.0)
- It is possible for a base value segment to have a base year later than the roll year in which it is included (e.g. a sale on 2/28/06 results in a base year of 2006 for the value segment. The roll year of the pro-rated assessment, however, is 2005).

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APPENDIX E: BASE VALUE SEGMENTS AND POINT-IN-TIME

- In order to calculate a trend factor for a particular assessment a lookup table compares the base year of a value segment to the roll year of the assessment. A fragment of the table for the 1999 Base Year is shown below. The actual trend factors are determined on an annual basis. The factors shown here are simulated figures derived from a 2% annual trend factor.

Base Yr	Roll Yr	Trend Factor
1999	1998	1
1999	1999	1
1999	2000	1.02*
1999	2001	1.0404
1999	2002	1.061208
1999	2003	1.08243216
1999	2004	1.1040808
1999	2005	1.12616242
1999	2006	1.14868567
1999	2007	1.17165938
1999	2008	1.19509257
1999	2009	1.21899442

* Decimal representation is for illustrative purposes only. The table may be configured to include as many decimal places as required.

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APPENDIX F: INTERNET FORMS

APPENDIX F: INTERNET FORMS

The forms included in the table below shall be designed, developed, and implemented by the Contractor as described and required in Exhibit D, Section IV, 1.1.12 On-Line (Internet) Data Submission.

Department	Title	Description	Functional Area
ARCC	Application for Changed Assessment	The System shall provide the public with the ability to enter and submit required appeal info on-line (internet).	Appeals
ARCC	Application for Review of Assessment	Taxpayer submittal of Proposition 8 application on Internet.	Property Account maintenance
ARCC	Change in Ownership Statement	Primary assessee of recently purchased property is invited to submit a Change in Ownership Statement on the Internet.	CIO
ARCC	Preliminary Change of Ownership report	The System shall provide access for customers to fill in forms on the internet.	CIO
ARCC	Parent - Child Exclusion form BOE 58AH	The System shall provide the public with the ability to submit the Parent child exclusion form on-line via the internet.	Exclusions
ARCC	Grandparent - Grandchild Exclusion form BOE 58G	The System shall provide the public with the ability to submit the Grandparent-Grandchild exclusion form on-line via the internet.	Exclusions
ARCC	Exclusion for disabled - Prop 110 BOE 62	The System shall provide the public with the ability to submit the Prop 110 exclusion form on-line via the internet.	Exclusions

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ARCC	Exclusion for disabled new construction - Prop 110 BOE 63	The System shall provide the public with the ability to submit the Prop 110 new construction exclusion form on-line via the internet.	Exclusions
ARCC	Exclusion for Senior - Prop 60/90 BOE60A	The System shall provide the public with the ability to submit the Prop 60/90 exclusion form on-line via the internet.	Exclusions
ARCC	Institutional Exemption - Cemetery for Profit Exemption BOE 265	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Cemetery non Profit Exemption BOE 265	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Cemetery change in eligibility Exemption BOE 265 NT	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Welfare Exemption - Elderly Handicap, BOE267H	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Welfare Exemption Lower Income Households, BOE267L	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions

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ARCC	Institutional Exemption - Welfare Exemption Rehabilitation BOE267R	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Church BOE 262 AH	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - College Exemption BOE 264AH	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Public Library or Museum BOE 268B	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Public School Exemption BOE 268A	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Religious Exemption BOE 267S	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions

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ARCC	Institutional Exemption - Religious Change in Eligibility or Termination Notice BOE 267SNT	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Welfare Exemption BOE Low income 267L and low income limited partnership 267L1	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Welfare Exemption BOE 267	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Exhibition - BOE270 AH	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemption - Lessor BOE 263	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemptions - Property Use report	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions

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ARCC	Institutional Exemptions - Veterans Organization BOE 269 AH	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	Institutional Exemptions - Historical Aircraft BOE 260 A	The System shall provide the public with the ability to submit ... IX (Institutional Exemption) information on-line via the internet.	Exemptions
ARCC	DVET Exemptions - Change of Eligibility BOE 261 GNT	The System shall provide the public with the ability to submit DVET Exemption information on-line via the internet.	Exemptions
ARCC	DVET Exemptions - Disabled veteran Claim - BOE 261 G	The System shall provide the public with the ability to submit DVET Exemption information on-line via the internet.	Exemptions
ARCC	DVET Exemptions - Disabled Veteran income statement - AS-EX-2B	The System shall provide the public with the ability to submit DVET Exemption information on-line via the internet.	Exemptions
ARCC	Disabled Veterans Exemption	The System shall provide the public with the ability to submit DVX (Disabled Veterans) renewal ... information on-line via the internet.	Exemptions
ARCC	Homeowners Exemption - BOE 266 AH	The System shall provide the public the ability to complete and submit HOX (Homeowners Exemption) on-line, via the internet.	Exemptions

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APPENDIX F: INTERNET FORMS

ARCC	New Construction - Large Project	The System shall provide the public the ability to complete and submit the ODNC (Owners Declaration of New Construction) on-line via the internet.	Exemptions
ARCC	New Construction - Tenant Improvement	The System shall provide the public the ability to complete and submit the ODNC (Owners Declaration of New Construction) on-line via the internet.	Exemptions
ARCC	New Construction -Regular	The System shall provide the public the ability to complete and submit the ODNC (Owners Declaration of New Construction) on-line via the internet.	Construction
ARCC	New Construction - Major Remodel	The System shall provide the public the ability to complete and submit the ODNC (Owners Declaration of New Construction) on-line via the internet.	Construction
ARCC	Builders Exclusion Form	Submit New Construction Exclusion from Supplemental Reassessment on the internet.	Construction
ARCC	Real Property Calamity	Real Property Calamity application submitted on the Internet.	Construction
ARCC	Business Property Calamity	Business Property Calamity application submitted on the Internet.	Business PP
ARCC	Marine Property Calamity	Marine Property Calamity application submitted on the Internet.	Business PP
ARCC	Aircraft Property Calamity	Aircraft Property Calamity application submitted on the Internet.	Business PP

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ARCC	Business Personal Property statements 571L, 571LA, 571F, 571J, 571J1, 571K, 571C	System shall provide Business Owners with the ability to enter and submit required personal property information (571L) for all business types on-line (via the internet)	Business PP
ARCC	Apartment Statement	BOE 571R - Apartment House Property Statement	Business PP
ARCC	Special Business Property Statement Short form	BOE 571 S Business Property Statement short form (exemptions)	Business PP
ARCC	Horse Property Statement	BOE 571K Regular Horse Property Statement (not racehorses)	Business PP
ARCC	Water Company statement	Submit Water company business statement BOE 540S online via the internet.	Business PP
ARCC	Vessel Property Statements BOE 576D and 576E	Submit BOE 576 D Vessel Property Statement online via the internet	Business PP
ARCC	Aircraft Property Statement MAF125	Submit MAF 125 Aircraft Property Statement online via the internet	Business PP
ARCC	Change of address -Real Property	Submit real property change of address on-line via the internet	Customer service
ARCC	Change of address - Personal Property	Submit Personal property change of address on-line via the internet for Business Marine and Aircraft	Customer service

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ARCC	Parcel Segregation Request	Taxpayer submits request to perform a segregation of their property via the internet.	Parcel Maintenance
ARCC	Parcel Combination Request	Taxpayer submits a request to combine multiple parcels into one parcel via the internet.	Parcel Maintenance
ARCC	TRA Cut Proposal	The System shall provide agencies with the ability to enter and submit required TRA proposal information on-line via the internet.	TRA Fund
A&C	FCSA Questionnaire	Fixed Charge Special Assessment (FCSA) Questionnaire (new requirement)	Special Assessment
A&C	FCSA Charges - Data Entry	FCSA Charges Data Entry submission by parcel/property (new requirement)	Special Assessment
A&C	FCSA Charges - FTP	FCSA Charges FTP submission through a secured website (new requirement)	Special Assessment
T-TC	5 Year Payment Plan App.	Taxpayer submits an application to enroll in a 5-year payment plan via the internet.	Payment Plans
T-TC	Application for Tax Segregation	Taxpayer submits an application for a tax bill segregation via the internet.	Tax Roll Generation
T-TC	Application for Subdivision and Parcel Maps	Taxpayer submits an application for a tax clearance certificate via the internet.	Payment Processing
T-TC	Tax Sale Registration forms	Taxpayer submits a registration request form or a Deed Information Form	Tax Sales
T-TC	Application for Mobile Home clearance	Taxpayer submits an application for a tax clearance certificate via the internet.	Payment Processing

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T-TC	Application for Cancellation of Penalties for Delinquent Property Tax Payment	The system shall provide for the taxpayer to fill in the form/application and submit via the internet.	Customer Service
T-TC	Research Request Form	The system shall provide for the taxpayer to fill in the form/application and submit via the internet.	Customer Service
T-TC	Lost Check Affidavit Form	The system shall provide for the taxpayer to fill in the form/application and submit via the internet.	Customer Service
T-TC	New Refund Claim Form	The system shall provide for the taxpayer to fill in the form/application and submit via the internet.	Refunds
T-TC	Unclaimed Refund Request Form	The system shall provide for the taxpayer to fill in the form/application and submit via the internet.	Refunds
T-TC	4 Year Payment Plan Application	The system shall provide for the taxpayer to fill in the form/application and submit via the internet.	Payment Plans

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APPENDIX G: CURRENT AND FUTURE FORMS

APPENDIX G: CURRENT AND FUTURE OCR FORMS

The Contractor shall design, develop, test, and implement the required interfaces, data exchanges, and processes necessary to populate the IPTS on an ongoing basis with data that resides in the DMS database that is generated at the time of scanning through OCR processes as described in Exhibit D, Section IV, 1.1.4.

Below is the list of the forms that are currently scanned using OCR, and those that we expect to start scanning with OCR within the next three years. The individual forms are contained in the “Appendix G – Current and Future OCR Forms.zip” file.

ARCC – Future – Address Change Real Property.pdf
ARCC – Future – Home Owner Exemption.pdf
ARCC – Future – Prop8.pdf
TTC – Future – 4 year Unsecured payplan.pdf
TTC – Future – 5 year plan contract.pdf
TTC – Future – COA – Unsecured Bill.pdf
TTC – Future – COA – Secured Bill.pdf
TTC – Future – Four year pay plan agreement.pdf
TTC – Future – Manufactured Home Clearance.pdf
TTC – Future – Map Tax Clearance Cert.pdf
TTC – Future – POC-Bankruptcy.pdf
TTC – Future – Refund Claim Form.pdf
TTC – Future – Tax Sales Deed Info.pdf
TTC – Future – Tax Segregation Application.pdf

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APPENDIX H: REQUIREMENTS SUPPORTING DOCUMENTATION

APPENDIX H: REQUIREMENTS SUPPORTING DOCUMENTATION

Additional information is provided in the file “Appendix H – Requirements Supporting Documentation.zip.” The information contained within includes the frequently referenced 2003 Requirements Analysis documents, as well as other files that further describe our current environment and requirements for System operation. The files included are:

Appendix H – 1999 Documentation – 1999 RFP Interface List.pdf

Appendix H – ARCC Realty Manual.pdf

Appendix H – 2003 Documentation – 2003 Requirements.zip